Infrastructure Canada

Ottawa, Canada
K1P 0B6

PROTECTED B

SCENARIO NOTE

Meeting between the Minister of Infrastructure and Communities and Patrick Leclerc, President and Chief Executive Officer, Canadian Urban Transit Association

Date/Time: **Location:**	Monday, September 18, 2017, from 9:00 to 9:30 a.m. Delta Hotel, 101 Lyon Street, Ottawa Room **TBC**
Subject:	Fireside chat with the Canadian Urban Transit Association (CUTA) on the margins of CUTA's Transit Awareness Day
Participants:	The Honourable Amarjeet Sohi, Minister of Infrastructure and Communities Mr. Patrick Leclerc, President and Chief Executive Officer, CUTA (biography in **Annex A**)

Departmental Objectives

This meeting will provide an opportunity for you to communicate the Department's position on public transit infrastructure funding. It will allow you to provide an update on Phase II funding under the Public Transit Infrastructure Fund (PTIF) of the Investing in Canada Infrastructure Program (ICIP), and will provide an excellent forum to continue to foster the relationship between the federal government and key public transit stakeholders.

Stakeholder Objectives

It is expected that Mr. Leclerc will wish to discuss both the current PTIF program and the long-term ICIP. As well, Mr. Leclerc may ask for an update on the progress of Integrated Bilateral Agreement negotiations with provinces and territories. Lastly, Mr. Leclerc may wish to explore how other streams of funding under the ICIP (e.g. green) can be accessed by the public transit industry.

Context/Overview

CUTA's Transit Awareness Days are annual events, during which a broad range of transit stakeholders will be in Ottawa for meetings with parliamentarians and government officials. This year's Transit Awareness Days also include a one-day Policy Forum, at which you will deliver the keynote address *(speech to follow under separate cover)*. This 15-minute fireside chat will occur following your speech, and will be in front of the same audience.

As well, on August 8, 2017, CUTA shared their 2017 pre-budget submission with INFC. The submission outlines four recommendations to the Government of Canada; the first three recommendations directly concern Infrastructure Canada Programming. The recommendations are: transfer unspent funds from the first phase of the PTIF to the second phase of the program; partner with CUTA to create a data program for the Government's transit investments; set ambitious but realistic greenhouse gas reduction targets from the urban mobility sector; and, ensure the renegotiated North American Free Trade Agreement will grant Canadian companies fairer access to the American market. An overview of CUTA's pre-budget submission, and a copy of the submission itself, can be found in **Annex B**.

Points to Register

- I appreciate the opportunity to speak with you today.

- Investments made under the next phase of the Government of Canada's infrastructure plan will create long-term economic growth, build inclusive, sustainable communities and support a low carbon, green economy. We are working closely with all our partners and stakeholders to deliver this ambitious plan that will make a real difference to Canadians and Canadian communities.

- Our plan was designed to respond to the needs identified by our partners and stakeholders – the provinces, territories, municipalities, and groups like yours. The Canadian Urban Transit Association has been advocating for the urban transit industry since 1904 (113 years). You were key partners to our discussions around public transit investments. We will be pleased to continue to work closely with you as we work with the provinces, territories, and municipalities to invest the more than $20 billion in the next phase of our infrastructure plan.

- The benefits of more modern and public transit – shorter commute times, less air pollution, more time with family and friends, and stronger economic growth – are well understood. By supporting the next phase of ambitious public transit projects, this funding will make it possible for Canadian communities to transform the way Canadians live, move and work.

- I understand that some public transit agencies are concerned about meeting the March 31, 2018 deadline of the first phase of the Public Transit Infrastructure Fund. It is important to remember that they may submit requests, through their respective province or territory, demonstrating a need for an extension.

- The second phase of the Government's infrastructure investment program will be outcomes-based; we will support investments that achieve defined outcomes, and provinces and territories will have flexibility to determine how to achieve those outcomes. Through this flexibility and long-term funding, I believe provinces and territories will be able to plan and build transformative projects with regional benefits.

- As a result of our new outcomes-based approach, funding for public transit projects is not necessarily limited to the public transit stream. Public transit systems are well placed to help Canada build a clean economy; if transit projects can demonstrate that they will support a reduction in greenhouse gas emissions, for example, those projects may also be eligible to receive funding under the green stream, rather than only the public transit stream.

- I am pleased to note that negotiations between the federal government and provinces and territories on the partnership agreements have been productive, and I am confident that we will continue to work together to ensure that public transit dollars are invested in a way that makes the most sense for Canada's diverse communities. I hope to be able to share more information with you soon.

Annex A – Biography of Patrick Leclerc
Annex B – Overview of CUTA's Pre-Budget Submission (August 4, 2017)

Annex A

Annex A – Biography

Patrick Leclerc
President and Chief Executive Officer
Canadian Urban Transit Association



Patrick Leclerc is the President and Chief Executive Officer of the Canadian Urban Transit Association. Over the last few years, Patrick has led the transit industry's efforts to raise the profile of public transit with the federal government and key stakeholders and decision makers across the country. With over 15 years of experience in the areas of government relations, public affairs and communications, Patrick has worked in various industries and not-for-profit organizations in Canada and overseas.

Annex B

ATIA - 21(1)(a)
ATIA - 20(1)(b)

PROTECTED B

Annex B – Overview of CUTA's 2017 Pre-Budget Submission

ISSUE

- The purpose of this note is to provide an overview of the Canadian Urban Transit Association's (CUTA) 2017 federal pre-budget submission, as it relates to federal infrastructure-related programming.

OVERVIEW

- CUTA represents the public transit community in Canada, which includes both public transit operators and the manufacturers supplying the components of public transit systems. Its mission is to strengthen public transit's contribution to the quality of life, environment, health, mobility and economic development of Canadian communities.
- CUTA's 2017 pre-budget submission makes four recommendations; a copy of the full submission is attached. The recommendations are outlined below along with an analysis of how they align with existing programming.

Recommendation #1: *The federal government should ensure the predictability and reliability of funding from the first Phase of the Public Transit Infrastructure Fund (PTIF I, April 2016 to March 31, 2019) by transferring all unspent funds from PTIF I on March 31, 2019 to the second phase of the program. All funds should remain earmarked to transit.*

- CUTA has indicated that some transit projects may not be completed by PTIF's current required deadline due to the complexity of transit infrastructure projects, procurement processes, and construction seasons. In order to ensure successful completion of projects approved under PTIF, CUTA recommends to transfer all unspent funds by the end of the project deadline to the new long-term investment program.
- Under the current terms and conditions of PTIF, any funding that was not approved for projects as of March 31, 2018, will be transferred to the ICIP within the public transit stream. Transferred funds will remain with the respective province/territory and will be subject to the allocation formulas and all other conditions of the ICIP.

Recommendation #2: *The government should partner with CUTA to create a data program that can track, analyze and report on the progress and outcomes of the government's transit investments. The monitoring and reporting of transit infrastructure investments will be key to the success and accountability of these investments.*

- CUTA notes that a robust and professional data collection program will be vital to the success of the Government's transit investments. As such, the organization proposes a formal partnership focused on data, social outcomes, and a harmonized, pan-Canadian approach to transit data collection and reporting. Indeed, data and reporting will play a key role in the establishment and accountability of funding under the Integrated Bilateral Agreements.

- That said, there is a merit for INFC to leverage data and information expertise from CUTA. INFC is looking at future collaboration efforts on data and research initiatives, particularly as CUTA has developed a new Centre of Excellence with increased data collection, analysis, and visualization capabilities.

Recommendation #3: *CUTA will work with the federal government and other partners to set realistic but ambitious GHG reduction targets from the urban mobility sector. The Pan-Canadian Framework on Climate Change should clearly identify sustainable urban mobility, specifically a modal shift away from single-occupancy vehicles towards sustainable mobility options, as a key objective of Canada's strategy to reduce GHG emissions from the transportation sector.*

- CUTA states that, in 2015, the transportation sector was the second largest source of GHG emissions, accounting for 24% of total national emissions. They are seeking a clear mandate from the Government to implement transformative changes within the transportation sector to reduce their sector's GHG emissions.

- As well, ECCC has conducted preliminary analysis based on the Pan Canadian Framework PT annexes. They noted that the electrification of transit will not achieve much GHG reductions, but could have important impacts on air quality in urban centres. ECCC concurs that investments in public transit that would result in a modal shift away from single-occupancy vehicles has more potential to reduce GHG emissions.
- Through the Pan-Canadian Framework on Clean Growth and Climate Change, governments have committed to supporting the shift from higher- to lower-emitting forms of transportation, such as using public transit or cycling instead of driving a car. The Investing in Canada Infrastructure Program will prioritize key actions, including those linked to public transit, through the Public Transit stream and the Green Infrastructure-Mitigation sub-stream.

Recommendation #4: *In renegotiating NAFTA, the Government of Canada should consider its unprecedented investment in public transit, and the Canadian transit manufacturing industry, as a strategic sector and ensure it adopts policies and positions that will grant Canadian companies fairer access to the U.S. market. Canada should pursue the goal of obtaining national treatment for Canadian-based companies in the determination of Buy America requirements for U.S. public transit procurement.*

- In its submission, CUTA notes that its members have increased their North American market share and sustained high levels of research & development and innovation investments. Due to increasingly protectionist procurement policies from the United States, CUTA recommends that the federal government ensure that Canada's transit manufacturing industry has fair access to the U.S. market.
- Though this is an important issue for the transit industry, this is primarily an international trade matter. CUTA should raise this issue with Global Affairs Canada, who is the lead on coordinating the whole-of-government approach to NAFTA renegotiations.

NEXT STEPS

- INFC will continue to monitor CUTA's response to the Government of Canada's long-term plans for public transit in Canada.

CUTA ACTU

CANADIAN URBAN TRANSIT ASSOCIATION
ASSOCIATION CANADIENNE DU TRANSPORT URBAIN

Transit Infrastructure:

Building Communities that Move

By: the Canadian Urban Transit Association

Date: 04.08.2017

About the Canadian Urban Transit Association

CUTA is the collective and influential voice of public transportation in Canada, dedicated to being at the centre of urban mobility issues with all orders of government, and delivering the highest value to its members and the communities they serve. CUTA is the national association representing public transit systems, manufacturers and suppliers to the industry, government agencies, individuals and related organizations in Canada.

Executive Summary

Across Canada the effects of transit investment are already being felt. Transit systems have taken funding from the Public Transit Infrastructure Fund, as well as other federal and provincial programs, and invested it back into Canadian communities, making them more sustainable, more inclusive, more economically competitive and, ultimately, more livable.

Communities have seen old or inefficient buses taken off the road and replaced with newer, greener buses. Small and large communities alike have made their fleets and their transit stops more accessible. Municipalities have invested in building better walking and cycling networks connecting to transit hubs. Major city-building transit projects have broken ground, creating jobs today and changing our urban landscapes of tomorrow. Combined, these investments will help Canadians make more sustainable transportation choices more regularly—ultimately leading to a modal shift from single occupancy vehicles to sustainable mobility options.

All this has been made possible by flexible, long-term and dedicated funding for transit infrastructure in Canadian communities.

As the federal government transitions into Phase II of the long-term transit infrastructure program, communities are seeking assurances their current investments in public transit will continue to be supported by the government as we move from the first phase of funding to the next. Also, crucial to the success of these transit investments will be the creation of a data collection and monitoring framework to report progress and outcomes to the government in a timely and reliable fashion. More robust data collection will ultimately assist the government as it works to optimize the synergies between its transit investment and its commitments to reduce Green House Gas (GHG) emissions.

Finally, as the federal government begins negotiations with the United States and Mexico on the North American Free Trade Agreement, it should consider the Canadian urban transit industry as a strategic sector and look to secure fairer access to the U.S market for Canadian transit companies.

CUTA's 2017/2018 Federal Pre-Budget Recommendations

1. The federal government should ensure the predictability and reliability of funding from the first Phase of the Public Transit Infrastructure Fund (PTIF I, April 2016 to March 31, 2019) by transferring all unspent funds from PTIF I on March 31, 2019 to the second phase of the program. All funds should remain earmarked to transit.
2. The government should partner with CUTA to create a data program that can track, analyze and report on the progress and outcomes of the government's transit investments. The monitoring and reporting of transit infrastructure investments will be key to the success and accountability of these investments.

3. CUTA will work with the federal government and other partners to set realistic but ambitious GHG reduction targets from the urban mobility sector. The Pan-Canadian Framework on Climate Change should clearly identify sustainable urban mobility, specifically a modal shift away from single-occupancy vehicles towards sustainable mobility options, as a key objective of Canada's strategy to reduce GHG emissions from the transportation sector.
4. In renegotiating NAFTA, the Government of Canada should consider its unprecedented investment in public transit, and the Canadian transit manufacturing industry, as a strategic sector and ensure it adopts policies and positions that will grant Canadian companies fairer access to the U.S. market. Canada should pursue the goal of obtaining national treatment for Canadian-based companies in the determination of Buy America requirements for U.S. public transit procurement.

Federal Transit Infrastructure Funding

The federal government has greatly increased its role in urban transit infrastructure investment in recent years, and the newest, $20.1 billion fund will be the government's largest and most enduring transit program to date. The flexible approach to funding in the Public Transit Infrastructure Fund (PTIF) has allowed transit systems to invest in everything from improving accessibility and greening their operations, to planning and building major infrastructure projects.

These investments, combined with provincial and municipal contributions, will build the next generation of transit systems in Canada and will have a transformative effect on the urban mobility landscape across the country. CUTA looks forward to continuing to work with the government and Infrastructure Canada on PTIF by providing industry expertise, data and research.

While the new phase of transit infrastructure funding is about to begin, many commitments have already been made to transit infrastructure in communities across Canada. Due to the complexity of transit infrastructure projects, procurement processes and construction seasons, some transit projects may not be completed by the required deadline of March 31, 2019. To ensure successful completion of all projects approved under PTIF I, unspent funds from the first Phase should remain available and earmarked to transit under the same conditions as prescribed in PTIF I (cost share, eligibility, etc.), after March 31, 2019.

Recommendation: The federal government should ensure the predictability and reliability of funding from the first Phase of the Public Transit Infrastructure Fund (PTIF I, April 2016 to March 31, 2019) by transferring all unspent funds from PTIF I on March 31, 2019 to the second phase of the program. All funds should remain earmarked to transit under the same conditions as prescribed in PTIF I.

National Transit Data Programme

Vital to the success of the government's transit investments, will be a robust and professional data collection program. The government and the transit industry have a shared responsibility to ensure this unprecedented investment is both accountable and effective. By forging a formal partnership, focused on data, social outcomes and a harmonized, pan-Canadian approach to transit data collection and reporting, the Canadian public stands to greatly benefit from their investment.

CUTA is internationally recognized for being a leader in the reporting of Canadian transit statistics and currently provides important transit data to the Province of Ontario. CUTA's comprehensive Industry Data Programme has been operating for over 30 years, gathering over 1,300 fields of data from each member transit system across Canada. Collectively, CUTA's Industry Data programme represents Canadian transit systems delivering over 98% of ridership in Canada. Today, consultants, government agencies and private business across Canada and internationally rely on CUTA data to support their projects and operational decisions.

In order to ensure responsible and effective investment in public transit, CUTA proposes to implement a national program, in partnership with the Government of Canada, to deliver results in three strategic areas: (1) On behalf of the Government of Canada, CUTA would monitor and report on the government's stated outcomes and conduct in-depth analysis to explain results; (2) CUTA would track and report the human outcomes and stories of infrastructure investment and demonstrate how investments contribute to improving economic opportunities for Canadians, favouring social inclusion, greening our urban centres and improving the life of Canadians in communities of all sizes; (3) CUTA would work with industry players to

harmonize data collection and increase transparency and accountability based on the parameters and desired outcomes of the government's investment program.

With a robust data program in place, the government will be able to gauge the success of it's investments in several areas, including economic growth, social inclusion and environmental sustainability. How much transit investments move the needle on these indicators will largely be determined by the program parameters and administration of the government's new investments.

Recommendation: The government should partner with CUTA to create a data program that can track, analyze and report on the progress and outcomes of the government's transit investments. The monitoring and reporting of transit infrastructure investments will be key to the success and accountability of these investments.

Transit and National GHG Emissions

As part of the 2015 Paris Agreement, the Government of Canada committed to reducing its GHG emissions to 30% below 2005 levels by 2030. In 2015, the transportation sector was the second largest source of GHG emissions, accounting for 24% of total national emissions.

The transit industry and its sustainable mobility partners, are ready and willing to take the lead in reducing transportation sector GHG emissions, but are seeking a clear mandate from the federal government to implement transformative change within the sector. This can be best accomplished by outlining sustainable mobility as a key tool in the fight against climate change within the Pan-Canadian Framework on Clean Growth and Climate Change.

Transit and sustainable mobility have a direct impact on the emissions of the transportation sector, facilitating a modal shift away from single-occupancy vehicles, which contribute 10-12% of national GHG emissions every year. Transit also reduces congestion, and encourages urban densification. A STM report found for every tonne of GHG's emitted by the STM's transit operations, it saves the city of Montreal 20 tonnes of GHG emissions.

Going green also presents a tremendous opportunity for the transit industry and the Canadian economy. By being early adopters in sustainable urban mobility, Canada stands to benefit economically from the research, development and manufacturing of these new technologies in Canada.

Recommendation: CUTA will work with the federal government and other partners to set realistic but ambitious GHG reduction targets from the urban mobility sector. The Pan-Canadian Framework on Climate Change should clearly identify sustainable urban mobility, specifically a modal shift away from single-occupancy vehicles towards sustainable mobility options, as a key objective of Canada's strategy to reduce GHG emissions from the transportation sector.

Trade and the Urban Transit Industry

Canadian transit manufacturers and suppliers are amongst the most innovative transit businesses in North America and have created good paying, local jobs across Canada that support the development of a strong middle class. Despite difficult economic times, CUTA's members have increased their North American market share and sustained high levels of R&D and innovation investments.

Companies with Canadian roots satisfy nearly 70% of the North American urban transit bus market, and the Canadian transit industry employs nearly 75,000 people—and that number continues to grow. Furthermore, Canadian transit suppliers exported $751 million worth of goods in 2012.

Unfortunately, the industry is facing increasingly protectionist procurement policies from the United States due to domestic content requirements such as Buy America, which is set to increase the domestic content requirement for any transit procurement using federal money to 70% and require final assembly to occur in the U.S. Some of the rhetoric surrounding NAFTA renegotiations are cause for even greater concern as fears that highly integrated, cross-border supply chains, such as the transit industry, could be severely disrupted by protectionist measures.

The government has a role to play in ensuring Canada's transit manufacturing industry has fair access to the U.S market. While renegotiating NAFTA the government should pursue policies and positions that will grant fairer access for Canadian-based transit companies to the U.S market. Given North America's integrated transit manufacturing supply chain, Canada should pursue the goal of national treatment for Canadian-based products in U.S public transit procurement during the determination of Buy America requirements.

Recommendation: In renegotiating NAFTA, the Government of Canada should consider its unprecedented investment in public transit, and the Canadian transit manufacturing industry, as a strategic sector and ensure it adopts policies and positions that will grant Canadian companies fairer access to the U.S. market. Canada should pursue the goal of obtaining national treatment for Canadian-based companies in the determination of Buy America requirements for U.S. public transit procurement.

SECRET

ATIA - 19(1)

ATIA - 20(1)(b)

SCENARIO NOTE

Meeting between the Deputy Minister of Infrastructure and Communities, Deputy Minister of Environment and Climate Change Canada and CEOs from the cement and concrete industry

Date/Time:	October 17, 2017 – 10:00-10:30 a.m.
Location:	427 Laurier Avenue West, 10th Floor
Subject:	Importance of the Investing in Canada Plan
Participants:	• Ms. Kelly Gillis, Deputy Minister, Infrastructure Canada • Dr. Stephen Lucas, Deputy Minister, Environment and Climate Change Canada • Mr. David Murchison, Assistant Deputy Minister, Policy, Infrastructure Canada

Departmental Objectives

This meeting with the delegation of CEOs from the world's largest cement and concrete building companies, and representatives from the CAC is an opportunity to provide an update on the Investing in Canada Plan, and the work Infrastructure Canada is doing to reduce greenhouse gas (GHG) emissions and build greater resilience. Infrastructure Canada would also stand to benefit from learning more about the organizations' current areas of focus, current engagement with provinces and territories, the industry's climate change initiatives, and how each association and its members view their role in support of the Investing in Canada Plan.

Stakeholder Objectives

The industry representatives will want to emphasize the significant contributions they can make with regards to job creation and climate change within the context of the Investing in Canada Plan. They may wish to present the work they are doing in support of lowering carbon emissions in the construction sector. They may also speak to work they are conducting on job creation and to transition to a clean economy and how Infrastructure Canada may be a partner in these endeavours. They might also ask about particular initiatives, including the development of the climate lens and work on climate-resilient codes and guidelines.

Overview

The CAC is the voice of Canada's cement industry, and includes eight companies with major facilities across the country: Ciment Québec Inc.; Colacem Canada; CRH Canada Group Inc.; Essroc Canada Inc.; Lafarge Canada Inc.; Lehigh Hanson Canada; St Mary's Cement; and Federal White Cement Inc.

Canada's cement producers are important participants in the national and global marketplace and provide a strategic and reliable supply of the cement required to build Canada's national, provincial and municipal

transportation infrastructure, buildings and homes, waterworks and dams, and to remediate contaminated sites.

These companies are estimated to contribute $73 billion in direct and indirect economic impact to the Canadian economy, and employs some 151,000 Canadians in direct and indirect jobs.

While cement and concrete has historically been a high emitter of GHG emissions, both the CAC and [redacted] are in favour of carbon pricing and supportive of other actions under the Pan-Canadian Framework on Clean Growth and Climate Change.

The CAC's 2016 submissions on Canada's approach to climate change, and on Canada's 10-year infrastructure plan, highlighted that the Cement industry recognizes and fully accepts its responsibility to participate in global and Canadian efforts to transition to a low carbon economy and are engaged in finding solutions. It identified the federal government's commitment to invest in the renewal and modernization of Canada's infrastructure as the most important near and mid-term opportunity to reduce GHGs and bolster the climate resilience of Canadian communities. It suggested that the federal government make mandatory three-screen approach (full economic life cycle assessment, full carbon cost assessment, 'best available solutions' assessment) for all infrastructure investments, that it make climate-focused lifecycle tools a central park of infrastructure decision-making, and promotes the use of innovative cement and concrete technologies to help reduce GHGs. It has suggested that the federal government consider mandating the use of Contempra cement, a lower carbon cement that reduces CO2 emissions by 10% compared to regular cement. It also suggests promoting the use of permeable pavement materials, where possible, in support of storm water management. Beyond recommendations that pertain directly to INFC, the CAC recommends that the Government of Canada:

- Encourage the optimization of low carbon cement in its concrete purchases as part of its green procurement strategy;
- Secure policies that facilitate continued innovation in lower carbon and blended cements through incentives and rewards and technology investment;
- Mandate the use of alternative bid or alternate design process in the procurement of road construction and paving projects;
- Strengthen the national model energy code for buildings;
- Integrate the National Building and National Model Energy and Structural Codes to foster innovation in energy, net-zero or near net-zero design;
- Use the Life Cycle Assessment as a "carbon productivity" lens for optimizing building design, material selection and energy management for federal buildings;
- Explore with provinces, territories and financial institutions the possibility of using green bonds/mortgages to encourage investment in low carbon infrastructure;
- Establish a Low Carbon Fuels Capital Infrastructure and Research Fund;
- Initiate an advanced materials research program to support use of high performance materials in infrastructure.

Considerations:

Under the Pan-Canadian Climate Change Framework, Infrastructure Canada is providing $40M in funding to National Research Council to deliver the *Climate-Resilient Buildings and Core Public Infrastructure* initiative over a 5 year period to integrate climate resiliency into building and infrastructure design guides and codes.

The funding, which began in 2016-17, is support the integration of climate resilience into design guides, codes and related materials which will be the basis for future infrastructure builds and rehabilitation work in Canada.

Points to Register

- First, I would like to recognize the Cement Association of Canada and its members' commitment to carbon pricing, GHG reduction and climate resilient infrastructure.

- We appreciate the opportunity to meet with the cement and concrete industry and learn more about the ways it is helping reduce GHGs and create more resilient communities. I understand one of these examples is the use of Contempra cement, which could reduce CO_2 emissions by 10% compared to regular cement.

- Through the upcoming Investing in Canada Infrastructure Program, to be delivered through Integrated Bilateral Agreements with the provinces and territories, Infrastructure Canada will invest just under $9 billion in green infrastructure projects. The goal is to mitigate GHG emissions and ensure infrastructure is built so that it is resilient to the impacts of climate change while also improving overall environmental quality.

- Outside of the significant funding opportunities available via the Investing in Canada Plan, I wanted to share two areas of work where Infrastructure Canada is making contributions:

    - We are working with the National Research Council to update building codes and create guides and guidelines for core public infrastructure to ensure that they will be climate resilient.

    - We are working with Provinces and Territories on a Climate Lens which will require projects above an appropriate threshold to consider GHG emissions and/or resilience to climate change. The Lens is intended to facilitate behavioural change, and its results will inform future federal infrastructure policy.

        - What are your views on this? What is already happening on the ground in this area? We are hearing that capacity development amongst different levels of government and firms is needed to facilitate this behavioural change.

If asked for additional detail regarding the Community Employment Benefits Framework

- The Department is consulting with provinces and territories on the parameters of both a climate lens and community employment benefits framework.

- These reporting mechanisms, under an outcomes-driven approach, are opportunities to inform and report on infrastructure decisions towards pursuing our shared objectives.

If asked for additional detail regarding Climate Resilient Codes and Guidance

- The project focuses on: updating climate design data, reviewing building materials and systems, researching flood resilience measures for buildings, updating the Canadian Highway Bridge Design Code to account for expected loads due to climate change and extreme weather events, developing better guidelines to adapt existing stormwater systems to climate change, and developing better guidelines for roads and transit systems. Research and development done by the cement and concrete industries may inform the work on codes. We would expect that the Canadian cement and concrete industries would be

key stakeholders in informing these updates given cement and concretes use in most buildings and other infrastructure.

Annex

1. Cement Association of Canada's submission on Canada's 10-year infrastructure plan

Cement Association of Canada's submission on Canada's 10-year infrastructure plan

September 15, 2016

The Honourable Amarjeet Sohi
Minister of Infrastructure and Communities
427 Laurier Avenue West
Ottawa, Ontario K1R 1B9

Dear Minister Sohi,

The Cement Association of Canada (CAC) appreciates the opportunity to provide input on the Government of Canada's 10-year infrastructure plan.

The CAC is the voice of Canada's cement industry, and includes eight (8) companies with major facilities across the country: Ciment Quebec Inc.; Colacem Canada; CRH Canada Group Inc.; Essroc Canada Inc.; Lafarge Canada Inc.; Lehigh Hanson Canada; St Marys Cement; and Federal White Cement Inc. Canada's cement producers are important participants in the national and global marketplace and provide a strategic and reliable supply of the cement required to build Canada's national, provincial and municipal transportation infrastructure, buildings and homes, waterworks and dams, and to remediate contaminated sites.

Cement, concrete and aggregates facilities are located in communities across Canada. Collectively, our industry is estimated to contribute $82 billion in direct and indirect economic impact to the Canadian economy, and employs some 170,000 Canadians in direct, indirect, and induced jobs.

While often overlooked, cement and concrete are essential and strategic commodities in modern economies. Consider that, worldwide, twice as much concrete is used than all other building materials combined – more in fact than any other commodity except water. There are very few construction projects, large or small, that do not depend on concrete in some fashion – it is literally the foundation of modern communities and will play an ongoing essential role in Canada's commitment to renew and modernize its infrastructure for a low carbon and resilient future. Our industry's commitment is not just to provide high quality building materials, but to be a solutions provider and a core collaborator in the collective process of building strong, resilient and sustainable low carbon communities.

We applaud the government's commitment to investing in Canada's future through a robust 10-year plan to renew, modernise and expand Canada' infrastructure. Concrete will no doubt play a central role in many of these projects.

The Government of Canada has made a commitment to leveraging infrastructure investment as a core strategy in transitioning to a "green economy" – i.e. a prosperous, innovative, low-carbon and climate resilient future. To achieve this, the government will need to develop new criteria to govern all infrastructure investments in an objective, science-based decision framework that can effectively maximize the economic, social and environmental opportunities that different projects represent.

For example, innovative concrete products can play a role in reducing GHGs and increasing climate resilience in the built environment, including in the buildings and transportation sector, which together account for almost two thirds of all emissions in Canada. As one example, and outlined in more detail below, concrete roads can yield 12,000 tonnes of avoided GHGs per lane kilometre over their life in comparison to asphalt roads.

Our submission below aims to encourage and help government maximize the social, environmental and economic benefits of infrastructure through a horizontal, life cycle based approaches to infrastructure decision making. We offer specific examples where robust lifecycle thinking helps identify cost-effective win-win solutions to put Canada on the path to a prosperous low-carbon, climate resilient economy.

If you have questions about our submission, or would like to discuss the opportunities for government and industry to work together to address climate change and transition to a lower carbon climate resilient economy, please do not hesitate to contact me.

Sincerely,

Michael McSweeney
President & CEO
Cement Association of Canada

Lifecycle assessment for cost effective, sustainable and resilient infrastructure

The federal government's commitment to invest in the renewal and modernization of Canada's infrastructure is perhaps the most important near and mid-term opportunity to reduce GHGs and bolster the climate resilience in Canadian communities.

The Athena Sustainable Materials Institute notes that even when we consider only non-residential buildings, the construction materials alone are responsible for some 2 MT of GHGs. Add in the construction process, operation and maintenance as well as decommissioning of these projects, and that number grows almost ten-fold. Clearly, the built environment must be a core consideration in Canada's GHG reduction efforts.

At the same time, the built environment – our infrastructure – also plays a central role in community resilience. Whether it's severe rain and flooding, strong hurricane winds and tornados, or extremes in temperatures, there is no question our weather is changing and we are already paying the costs. From the $6 billion flood that inundated Calgary in 2013, to the historic wildfire that raged through Fort McMurray this past May (with insured losses over $3.5 billon), to the threat of sea level rise on Canada's coasts, our changing climate adds complexity to just about every decision we take regarding the planning, design and development of communities across Canada.

Natural disasters and the increasing frequency of extreme weather remind us that many infrastructure investments are once-in-a-generation decisions and that today's demands – and costs – represent a small fraction of the lifetime value of any given infrastructure project. If that lifetime is cut short by an unforeseen disaster, the additive costs – financially and for the environment – are, at best, a waste of taxpayer dollars and, at worst, could lead to a long-term decline in the prosperity of our communities.

Learning to value and plan for uncertainty in the design of our communities is at the heart of resilience and this starts with governments moving toward an infrastructure investment framework that favours long-term thinking and local solutions.

> ***"When resiliency is built into infrastructure, it is built into communities. Those communities are then better able to meet the needs of future generations, withstand the impacts of climate change, and recover more quickly when a disaster does strike."***
>
> **- Julie Gelfand, Canadian Commissioner of the Environment & Sustainable Development**

Typically, infrastructure decisions do not fully account for lifecycle costs or environmental impacts and rarely take a comprehensive approach to balancing short and long-term costs through the lens of climate mitigation and adaptation. This must change, not only for federal infrastructure decisions, but for all public investments in infrastructure.

We believe that the federal government should mandate the use of lifecycle cost analysis (LCCA) and lifecycle environmental assessment (LCA) for all federally funded infrastructure projects, including investments channelled through the provinces and municipalities. LCCA and LCA are fundamental decision making tools that underpin the capacity to direct infrastructure investments toward delivering maximum economic, social and environmental value. Lifecycle approaches consider all phases of a project's life cycle, including the all-important "use" and "end of life" phases. Most importantly, LCCA and LCA help apply a level of data- and science-driven discipline to decisions that demand robust, transparent and long-term thinking.

By using LCA for all infrastructure decisions, the federal government will be able to understand and optimize opportunities to reduce GHGs and maximize climate resilience at the least cost to taxpayers.

As outlined in the proposal attached as **Appendix A**, the federal government has a role to play in expanding the applicability, accessibility, robustness and use of these tools for other levels of government as well as decision-makers in the private sector. This effort begins by capitalizing on the LCA and LCCA tools available today, but also with investing in the development and standardization of Canadian and regional life cycle inventory data as well as tools to make LCA and LCCA more accessible to municipalities and other infrastructure decision-makers.

Quebec has already begun to invest in a regional lifecycle inventory and the Standards Council of Canada (SCC) is well positioned to help adapt emerging international lifecycle assessment standards for the Canadian context.

Recommendation:

1. ***That the federal government adopt the "three-screen" lifecycle based proposal developed by the Agriculture, Cement and Clean Tech sectors to as a requirement for all investments in federally funded infrastructure, including projects at the provincial and municipal level funded in whole or in part by federal dollars (see Appendix A).***
2. ***That the federal government invest in a national lifecycle data inventory and standardized tools to make LCA and LCCA accessible and consistent for municipalities and other infrastructure decision-makers.***

The cement and concrete industry is a champion of lifecycle approaches to infrastructure decisions and has actively invested in tools to help decision-makers optimize the social, environmental and economic benefits that modern infrastructure promises our communities. And while cement and concrete are global commodities, they are fundamentally local materials – part of a "100-kilometre construction diet" that can help foster local economic development and resilience.

Lower Carbon Cement: Contempra and Supplementary Cementitious Materials (SCMs)

The cement industry recently introduced to the Canadian marketplace a cement called Contempra (referenced in the Canadian Standards Association's cement and concrete Standards under the name of Portland-limestone cement). Contempra reduces cement manufacturing CO_2 emissions by 10% while producing concrete with an

equivalent level of strength and durability to that produced with regular Portland cement, at **no cost premium**. As a general rule, concrete made with Contempra cement will yield between 12 and 30 kg of avoided CO_2 per m^1 of concrete depending on the total volume of cement in the concrete and the emissions intensity of the cement plant. All cement companies across Canada are capable of producing Contempra (Portland-limestone cement).

While Contempra enjoys significant uptake by private sector contractors in some parts of Canada (for example, Minto's Lansdowne Park redevelopment in Ottawa used Contempra), public procurement of cement (some 50% of all cement purchases in Canada) is very slow to adopt this GHG saving technology. Adoption of Contempra has been exceedingly slow in part because of highly conservative testing requirements by provincial ministries. In fact, Portland-limestone cement, including formulations with limestone substitution up to 35%, have been approved for use in Europe for almost 30 years. The most popular cement sold in Europe today has a limestone content of up to 20%, while Canada's Contempra has been limited to only 15%.

If Contempra became the new default cement for all concrete projects in Canada, almost 1 MT of GHGs per year could be avoided.

More robust LCA approaches, where GHG reductions are valued as part of project procurement, would encourage greater uptake of Contempra. However, full adoption of Contempra as the default cement across Canada will take leadership from governments (see recommendation 1 below).

In addition, fly ash, slag cement, and silica fume are industrial by-products that are used as a partial replacement for Portland cement or Portland-limestone cement. These so called "supplementary cementitious materials" or SCMs can lead to significant reductions in the embodied GHGs in concrete (up to 95% in some applications).[3] The degree to which SCMs can be used is determined on a project by project basis, as different SCMs enhance or diminish certain properties in the final concrete mix. However, tendering processes that put a value on achieving GHG reductions can help ensure that SCMs are used to the greatest extent appropriate for any given project.

By incenting Contempra, SCMs and other innovations through, for example, "green procurement" or 'lowest carbon footprint" frameworks that value full lifecycle GHG reductions, the federal government could help achieve significant (and in the case of Contempra "cost-free") reductions in the energy and CO_2 impacts of concrete and other materials and products.

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[1] In some instances, virtually 100% of the cement in concrete can be replaced with SCMs. On average today, when SCMs are used, they replace about 15% of the cement in a concrete mix.

Recommendations:

3. ***We recommend that the federal government mandate the use of Contempra (Portland-limestone cement) for all government funded cement purchases, including for projects at the provincial and municipal level when the federal funding is involved, except in circumstances where other technical considerations may apply.***
4. ***We recommend that the federal government, as part of its green procurement strategy, encourage the optimization of SCMs in its concrete purchases, including for projects at the provincial and municipal level when the federal funding is involved.***
5. ***We urge the federal government to work with the CAC and our member companies to secure policies that facilitate continued innovation in lower carbon and blended cements through an appropriate level of incentives and rewards and technology investment (see Clean technology, innovation and job creation below).***

Thinking differently about roads and pavements

It is critically important that as we look for solutions to increasing the efficiency of transportation networks, we also examine how to decrease the environmental impacts of the road and highway pavements upon which we will continue to depend. Pavements are an overlooked opportunity to reduce GHG emissions from road transportation. Most, if not all Canadians, don't fully understand that pavement choice can have significant GHG implications.

The Canadian cement industry has been working closely with the Massachusetts Institute of Technology (MIT), the University of Toronto, University of Waterloo and other academic institutions to create decision making tools that support lifecycle optimization of GHG reductions in pavements. For example, MIT is aiming to use Canadian data to identify and prioritize opportunities to reduce "excess fuel consumption" on Canada's highway transportation network by looking at road rehabilitation through a GHG lens.

Other tools are already fully developed and ready for use in transportation planning across Canada, including the Athena Sustainable Materials Institute's Pavement LCA Tool and the CANPav LCCA Tool.[2]

This work reveals that concrete pavements can deliver significant GHG reductions over their lifetime when compared to functionally equivalent asphalt pavements. Some of the real and demonstrated GHG benefits of concrete (versus asphalt) pavements include:

- Decreased resource and energy demand from construction, maintenance and repair;
- Increased rolling efficiency of cars, buses and transport trucks by up to 7%. This means reduced fuel use for conventional vehicles, or extended range between charges for electric vehicles;
- Reducing street lighting demand by over 20% due to concrete's lighter appearance;

[2] Available at www.PavementLCA.com and www.CANPav.com

- Over 70% less aggregate use; and
- Reducing the urban island effect in cities and therefore its cooling energy demand.

These properties of concrete pavement result in a savings of roughly 12,000 tonnes of GHG per lane-km over a 50-year lifespan to a comparable asphalt road, not including additional indirect GHG benefits that may accrue from lighting and heat island effects

The size of Canada and road and highway infrastructure suggests pavements could make a significant contribution to Canada's climate mitigation goals. To illustrate, the federal government has proposed to rehabilitate the section of the TransCanada highway through Yoho National Park. CAC used third party LCA tools to compare the cost and environmental impacts of two pavement solutions, one in concrete, the other in asphalt. The concrete solution emerges as the best option, avoiding some one million tonnes of GHGs over the 50-year concrete pavement life at a 10% lower cost than asphalt. That is a million tonnes of avoided CO_2 from one 43km stretch of highway.

Concrete pavements also last longer, cost less and are made from local materials and production.

The CAC and the cement industry offers to work with staff within government to demonstrate how these tools could support energy efficiency and significant GHG reductions from everyday highway infrastructure investment decisions.

Recommendations:

5. ***We recommend that the federal government mandate the use of alternative bid/alternate design processes in the procurement of road construction and paving projects, to allow for pavement designs that include the use of concrete pavement instead of, or in addition to, asphalt. Alternative bid processes reduce costs and improve environmental performance.***
6. ***We further recommended that the federal government use LCA and LCCA tools for all federal pavement projects in order to optimize GHG reductions, costs and the long-term resilience of federal road infrastructure, including for provincial and municipal pavement projects that receive federal funding.***

Buildings

In the case of GHGs in the building sector, we know that the vast majority of GHG emissions result from the heating and cooling loads associated with the operation of buildings over their life. Clearly, building with energy efficiency in mind is of paramount importance. And, every new building "locks in" GHG emissions throughout its life.

Similarly, building with resilience in mind is also increasingly important. The resilience of a building is, in part, its capacity to withstand more severe weather (e.g. fire, flooding, wind, water ingress from extreme rain, snow loads, etc.) but also its capacity to remain in use during extreme events. For example, when thinking about energy efficiency and related code considerations, the federal government should also consider "passive survivability" – the ability of a structure to remain within habitable temperatures when the power is interrupted during times of extreme heat or cold. Passive survivability can help minimize disruptions from extreme events, keep businesses open and lessen the need to relocate citizens to temporary emergency accommodations.

Unfortunately, there is an enormous gap between what's possible today in terms of efficiency and resilience and what typically gets built. **Merging and a drastic strengthening of the building and energy codes is essential to closing this gap**. While many have expressed concern regarding the increased costs of building with efficiency and resilience in mind, a lifecycle view demonstrates these investments typically have high rates of return for building owners. For example, research by the Canada Mortgage and Housing Corporation (CMHC) suggests that we can build homes that are 80% net-zero energy at only an incremental increased cost over conventional construction when the return on investment from energy related savings is considered.[3] Some energy efficient building solutions can actually lower construction costs (e.g. leaving exposed concrete walls, floors and ceilings helps leverage thermal mass energy benefits while saving on the cost of treatments like drywall, paint and carpeting.)

Notwithstanding the significant inroads made by progressive developers and by governments who have made important commitments to build to LEED standards, it is clear that most developers and consumers are unwilling to invest upfront in energy saving materials and technologies, even when the return on investment is relatively short. This demonstrates why strengthening the minimum codes is so important. It also suggests that creative financing for the up-front capital costs of energy saving materials, technologies and designs (e.g. through Green Bonds) could play a significant role in ensuring that leaders in the field are empowered to continue to innovate toward net-zero carbon solutions. Wherever possible, municipalities should also be empowered and supported in incenting "beyond the code" efficiency. A wide array of policy alternatives exist that could enable "Green Financing" to reduce up front construction costs for energy efficient measures, either through rebates or loans financed through local utilities. This would address any concerns around housing affordability.

Based on our industry's experience in the building sector, we believe an integral part of strengthening codes is fostering a greater reliance on integrated, cradle-to-cradle LCA in the design process, as well as a mandated integration of the energy codes with the National Building and Structural Codes. This would help ensure that energy considerations become core to the basic design and material selection process. We also discourage prescriptive approaches to predispose the building sector to one material over another, as some provinces have already done. **We offer that if governments adopt a "carbon first" or "carbon productivity" metric through the use of robust LCA, the building industry will find the best solutions for each project and drive competitive, market-based innovation among materials producers.**

[3] CMHC Research Report, Riverdale NetZero - Edmonton, Alberta, December 2013.

While a full LCA is likely cost prohibitive for smaller individual projects, model standards, best practices and incentives for LCA based design could play an important role in driving continuous improvement in building energy efficiency and GHG emissions, as well as durability and resilience. Adding more frequent (e.g. every two years) minor reviews of the building and energy codes could also help "lock-in" innovations in efficiency and low-carbon design/construction on a more rapid basis than has historically been the case.

Concrete has thermal mass properties that can contribute significantly to energy efficiency, energy management (by shifting peak load demand) and passive survivability. There are many examples of cost competitive and innovative designs that take full advantage of this property. For example, Manitoba Hydro Place uses the thermal mass of its concrete structure as a giant thermal battery to help make it one of the most efficient buildings in North America, despite being in one of the most challenging environments. Windmill Development's Zibi project in Ottawa, which will be among the world's most sustainable communities, will also make extensive use of concrete to achieve its sustainability goals. Unfortunately, most structures are built without consideration of how to leverage concrete's thermal mass. This is a wasted opportunity to significantly and affordably achieve drastic improvements in the efficiency and resilience of new residential and commercial buildings.

Government should continue to lead in this area by building and showcasing best-in-class structures that demonstrate that resilient net-zero, or near net-zero buildings can be cost effective. Government can also help build support for dramatic improvements to building and energy codes by requiring and investing in energy benchmarking and other energy related transparency initiatives (e.g. require that an energy performance certificate, akin to those provided with every electrical appliance, be provided in real estate transactions.)

Further, claims on the carbon sequestration or other attributes of different building materials need to be reviewed through a fair and independent assessment. The cement industry simply urges that government policy is set on the basis of science, and that cradle-to-cradle LCA is the standard approach to valuing carbon rather than *de facto* policies, such as the "wood first" policies promoted in British Columbia.

Recommendations:

7. ***We recommend a dramatic strengthening of the national model energy code for buildings and more frequent minor code reviews to lock in progress***
8. ***We recommend an integration of the National Building and National Model Energy and Structural Codes to foster innovation in energy efficient, net-zero or near net-zero design***
9. ***We recommend that LCA be used as a "carbon productivity" lens for optimizing building design, material selection and energy management for Federal Buildings and that the federal government foster greater use of LCA approaches in the building sector generally. An LCA can determine the true impact of materials on the life of a structure, and accounts for the embedded energy and impacts of materials, the lifetime energy performance of a structure, and its end-of-life use, recycling or disposal.***
10. ***We recommend that the federal government explore with provinces and municipalities and in concert with financial institutions the possibility of implementing Green bonds/mortgages as a means to encourage investment in low carbon infrastructure.***

Clean technology and Innovation Enabling Infrastructure

The Paris Agreement has set a very aggressive GHG reduction goal. Achieving this target will require transformative interventions from government in the form of policy shifts and deep investments in helping the economy transition to a dramatically lower carbon footprint. In the right policy, technology and market scenario, the cement industry is optimistic that deep long-term reductions from our sector are possible to help Canada fulfill its Paris commitments. But this potential cannot be achieved without a robust, collaborative and balanced federal and provincial policy framework.

The federal government can help accelerate this transition through targeted investments in technology and process innovation. For example, the BC Government recently announced $27 million in transitional funding to help the cement industry transition to low carbon fuels (LCF). Ontario has similarly committed $40-60 million to support LCF in industries that traditionally use coal as a fuel. Other important opportunities exist to support accelerated development of new mitigation and adaptation projects, such as behind the grid combined heat and power (co-generation), carbon capture and re-use technologies that create commercial opportunities to commodify carbon, and other product based innovations that support sustainability and resilience in the built environment (e.g. pervious pavements, photocatalytic concrete, ultra-high performance concrete, etc.).

The WBCSD CSI has developed a technology roadmap that outlines four key technologies to reduce GHGs in the cement sector to levels that are compatible with two degrees Celsius of warming or less. Each of these technologies is ripe for leadership and investment from the federal government as part of a Government of Canada push for excellence in low carbon building materials and design.

Modernized Waste Management Infrastructure: Increasing the use of low carbon fuels (LCF)
Globally, it is recognized that the most important near- and mid-term opportunity to reduce GHGs in the cement sector is by increasing the use of lower carbon fuels (LCF), including fuels derived from non-recyclable wastes, such as construction and demolition waste, biosolids, agricultural waste and certain non-recyclable plastics. LCF reduces the combustion emissions associated with cement manufacturing by decreasing the carbon intensity of the fuels used to heat the cement kiln. LCF is some 20% (in the case of, for example, some plastic wastes, waste oil, etc.) and 100% (in the case of biomass[4]) less carbon intense than the conventional solid fuels typically used to operate a cement facility (mainly coal and/or petcoke). In Europe, some facilities have been able to achieve carbon intensity reductions in excess of 50% across their fuel mix. **Achieving this same level of intensity reduction in Canada would reduce direct CO_2 emissions from cement facilities by over 1.3 megatonnes per year**. When LCF is used in place of traditional fossil fuels, other criteria air contaminant emission levels remain the same or are reduced.

LCF also has secondary environmental and economic benefits. In fact, cement kilns are among the best available solution for handling waste streams that cannot be recycled and are consistent with the development of the circular economy: compared to landfilling, fueling cement kilns saves land and groundwater reserves, avoids potential leakage problems, avoids the transformation of organic carbon into methane, and recovers both the energy *and* the material in the wastes. Compared to combustion in a dedicated incinerator, the cement kiln allows for a much higher net substitution of fossil fuels and a full recovery of the material at similar levels of non-Greenhouse Gas (GHG) emissions. Further, cement kilns operate at higher temperatures producing a much higher combustion efficiency and, as noted earlier, ash is incorporated into the product, replacing virgin raw materials in so doing. Co-processing in cement kilns reduces CO_2 combustion-related emissions from cement plants and, simultaneously, reduces CO_2 and other pollutant emissions that would have been emitted from dedicated incinerators and landfills.[5]

Best in class deployment of LCF at cement facilities across Canada could reduce GHGs by over 1.3 megatonnes per year

Our sector has been working closely with provincial governments to streamline regulatory approaches to fuel substitution in the cement sector. While we have made some progress, there remain significant opportunities to accelerate the adoption and enhancement of advanced LCF technologies in Canada.

High substitution rates in other jurisdictions have been achieved to a large degree by strong waste management hierarchies that make land-filling or incineration of most waste streams prohibitively expensive or illegal and by providing other incentives for more environmentally friendly uses of waste, including as LCF.

[4] The International Panel on Climate Change (IPCC) Guidelines report CO_2 from biomass as zero.
[5] Low Carbon Technology Partnership Report: http://lctpi.wbcsdservers.org/wp-content/uploads/2015/12/LCTPi-Cement-Report.pdf

In its consultations with the Provinces, the federal government could play a role in encouraging the provinces to formally recognize and incentivize LCF as a beneficial end use for many types of materials that would otherwise be bound for landfills or an incinerator. In particular, modernized waste management collection, sorting and processing infrastructure is needed across the country not only to vastly improve waste reduction an recycling but also to help spur investment in, and establish a market for, advanced waste derived fuels. Further, adoption of LCCA and LCA approaches to infrastructure decisions will help "pull" these technologies into the market by valuing the GHG reductions that come when lower carbon fuels displace tradition fuels in cement manufacturing and other industrial processes.

Provincial and federal carbon pricing will start (assuming the policy and regulatory environment is right) to make market conditions more favourable for attracting the significant capital investment required (in the order of $50 million per facility) to build facility-level and market-wide LCF infrastructure.

However, a price on carbon is not the sole driver of major capital investment decisions such as those associated with LCF. All cement manufacturers operating in Canada also operate around the globe meaning Canadian facilities compete for capital with facilities around the world. Factors such as capital stock turnover, global market conditions, regulatory uncertainty, etc. are therefore major considerations taken into account when making local investments.

In 2012 Natural Resources Canada awarded the Lafarge facility in Bath, Ontario an ecoEnergy Innovation Grant of $3.5 million towards an over $10 million project to demonstrate the viability of LCF as a GHG reduction strategy. The project was also supported by over $500,000 in research funding from the Ontario Centres of Excellence and Carbon Management Canada. In addition to GHG reductions, the project anticipated corollary improvements in emissions of nitrogen oxides and mercury,[6] as well as spinoff economic benefits; the sourcing, aggregation, delivery, processing, testing, equipment supply and blending of the low carbon fuels is expected to create local economic development opportunities. In addition, LCF reduces the import of foreign coal (estimated value of $520 million for all industries in Ontario alone). In Ontario, every percent reduction in coal imports yields over $5 million in retained capital plus spin-off economic benefits.

The federal government should enhance these investments to accelerate capital investment toward best in class LCF substitution at all cement facilities across Canada. Investments could be directed at the facility level and/or on a target basis. For example, an investment could be aimed at enhancing access to economical LCF through projects such as advanced sorting facilities or large scale drying or torrefaction facilities that could help make materials like sewage sludge a suitable and renewable fuel source.

[6] Results to date from this project are very positive can be found at www.cement2020.org

Recommendation:

12. ***We recommend that the Government of Canada establish the "Low Carbon Fuels Capital Infrastructure and Research Fund" of $ 200 million, spread over 5 years, to support the rapid deployment and enhancement of advanced low carbon fuel infrastructure at Canadian cement facilities.***

Ultra-High Performance Concrete

Ultra-High Performance Concrete (UHPC) is a special concrete formula that uses very fine-grained materials to produce a concrete that is up to eight times stronger than regular concrete. Various formulations of UHPC are already in use in some of Canada's critical infrastructure. Advanced materials such as UHPC could play an important role in minimizing the GHG emissions of critical infrastructure while also improving durability, longevity and overall resilience. For example, UHPC can reduce the overall volume of materials needed for any given application while significantly increasing its serviceable life as well as resilience to extreme events (minimizing energy and materials from maintenance, repair and replacement). This, in effect, contributes to a "dematerializing" of concrete infrastructure projects. In addition, UHPC can be recycled several times in structural applications before ultimately being down-cycled for use as a granular road base. LCA based green procurement policies can help acceplerate the market development and demand for UHPCs.

Recommendation:

16. ***We recommend that the federal government initiate an advanced materials research program to support the development and use of high performance materials such as UHPC in critical infrastructure and other applications with a view to optimizing climate mitigation and adaptation benefits***

Permeable Concrete Pavement

Integrated planning and design using LCCA and LCA can also improve other infrastructure projects. For example, parking lots can perform double duty as storm water mitigation strategies through the use of permeable pavements. This can reduce the overall demand on existing storm water management infrastructure and lead to significant cost savings for communities. With a greater frequency of storm events modeled and anticipated as a result of climate change, communities are finding that they need to increase the overall capacity of their underground storm water conveyance systems. By mandating the use of permeable pavement materials wherever possible, communities will be able to better manage storm water, and ultimately reduce peak loads on existing infrastructure and save significant taxpayer dollars.

Recommendation:

18. ***We recommend that the federal government expand the use of permeable concrete for storm water management infrastructure through government procurement standards and incentives for provincial, municipal and private sector adoption.***

APPENDIX A

New Economy Infrastructure

The federal government has initiated an ambitious new infrastructure program, with an emphasis on investments that will help Canada's economy transition to a low-carbon, climate resilient future. The government will need to develop new criteria to govern all infrastructure investments if its objectives are to be met.

While some will advocate a business-as-usual or incremental approach to the federal infrastructure program, we firmly believe there are tremendous economic, social, and environmental opportunities associated with a transformational approach that draws on existing tools and decision-making models. This approach starts with lifecycle costing analysis, to enable better decisions that compare the relative cost and carbon impacts of various design and material combinations for any given project. This would, in turn, result in more cost-effective infrastructure decisions, a lower carbon footprint, increased productivity,[i] and other economic benefits for the Canadian economy.

We propose that a three-screen approach be a mandatory requirement for all infrastructure investments:

1. Full economic lifecycle cost assessment

Remarkably, many government infrastructure projects fail to consider full lifecycle costs. For example, one of the largest government infrastructure costs is roads and highways. Yet many RFPs for such projects do not weigh normal maintenance costs (i.e. how often the road will have to be "shaved and paved" through its life span) or how traffic patterns, climatic stresses or other factors might contribute to the lifecycle cost of a given project. When comprehensive lifecycle costing is required, governments generally opt for more resilient surfaces, such as rigid concrete pavements rather than asphalt. The result is lower costs to government, and also to the economy as a whole, as disruptive construction on these roads occurs far less often.[ii]

Lifecycle costing should also consider the impacts of climate change and more extreme weather. An approach that integrates natural infrastructure (wetlands, sloughs/swales, trees) with built infrastructure can mitigate the impact and cost of extreme weather such as flood and storm waters. And infrastructure built to accommodate uncertainty with respect to a future of changing and more extreme weather could save governments billions in repair and re-building costs. MIT, the Institute of Catastrophic Loss Reduction, and Engineers Canada, among others, are developing important tools to help decision makers integrate these considerations into the lifecycle costing of buildings and infrastructure investments.

2. Full carbon cost assessment

Accounting for carbon in any given infrastructure project demands we consider:

a) embodied carbon - carbon emitted as a result of material production, construction processes and waste;
b) operational carbon – carbon emitted as a result of the functional use and maintenance of a project over its useful life, including how emissions are impacted by design considerations;
c) end of life carbon – carbon emitted as a result decommissioning, reuse, recycling and/or disposal; and
d) carbon sequestered – through the restoration and enhancement of natural features (e.g. wetlands, sloughs, swales, buffers) for water quality and flood/storm water mitigation.

The relative magnitude and timing of emissions is also important. For example, efforts to reduce embodied emissions have an immediate climate mitigation effect, while operational emissions, though often far more significant in terms of total volume, return benefits over time. End of life emission reduction efforts may not return climate benefits for many years or decades. Full lifecycle carbon accounting can minimize the climate impacts at each phase of a project's life.

3. "Best Available Solutions" assessment

Based on the Alternative Land Use Services model, project proponents should be required to undertake an analysis of whether the need associated with the infrastructure project can be met through a different type of infrastructure that performs better under one or both of the first two screens, using the analysis of a qualified expert. To name just a few examples drawn from recent government procurements:

- An energy storage system would be a more cost-effective and less polluting option for back-up power than a diesel generating plant. Storage may offer similar types of savings as an alternative to building new transmission.
- The cost of a water treatment facility may be reduced or avoided by employing less expensive natural infrastructure, such as maintaining wetlands upstream or paying farmers to use less polluting land management practices.[iii] There are similar examples in the area of flood mitigation.[iv]
- A concrete culvert under a major arterial roadway may have a more expensive capital first cost than a thermoplastic or corrugated steel conduit, but a concrete pipeline system offers resilience to human-made catastrophes and extreme weather events.

Implementation

While there is now an abundance of lifecycle data and tools, a lack of consistency in boundaries, methodologies and robustness can impede credible full lifecycle carbon assessments and sow confusion in the marketplace. With the exception of pavements, where the choice of materials and designs are relatively limited, there currently exist no robust yet accessible tools to properly inform an integrated design and decision protocol for minimizing carbon in infrastructure projects.

These challenges could be overcome with a modest investment to integrate, refine and standardize a lifecycle carbon platform and fill in remaining lifecycle inventory information gaps. Work underway at MIT, the Athena Sustainable Materials Institute, the Risk Sciences Institute, among others, is already helping to amass lifecycle costing data and tools, making it easier to accommodate uncertainty around the impacts of any given project. This integrated approach should also take into account the need for increased resilience in infrastructure as a result of climate change. New studies from MIT show that failing to accurately value the risk to infrastructure from disasters (including, for example, more extreme weather) can have a dramatic impact on the lifecycle carbon performance of a given project (e.g. if it requires premature replacement or repairs).[v]

In terms of process for incorporating the three screens, the assessment should generally be undertaken through the Asset Management Plan process, according to consistent methodology that draws on the above-mentioned sources. Assistance to undertake the three-screen assessment should be provided by the federal government, particularly for smaller municipalities. In addition, there may be less of an analytical requirement for smaller projects (e.g. under $2 million), although for some categories, smaller projects could simply follow simpler template methodology based on other similar types of projects.

This proposal has been endorsed by:

Analytica Advisors	EllisDon Corporation
ALUS Canada	Environmental Defence
ArcTern Ventures	Evergreen
The Cement Association of Canada	Insurance Bureau of Canada
City of Vancouver	Intact Centre on Climate Adaptation, Universit of Waterloo
Clean Energy Canada	MaRS Cleantech Venture Services
Ecology Action Centre	NRStor

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[i] See Bak, Céline, *Growth, Innovation and COP21: The Case for New Investment in Innovative* Infrastructure.

[ii] As a side benefit, environmental impacts also tend to be greatly reduced when full lifecycle costing is employed. In the case of roads, rigid concrete pavements require 66% less energy 73% less aggregate to build and maintain, contain less "embodied carbon" and improve vehicle fuel efficiency by up to 7%. They also reduce lighting costs by 24% and mitigate the urban heat island effect. See http://www.athenasmi.org/wp-content/uploads/2012/01/Athena_Update_Report_LCA_PCCP_vs_HMA_Final_Document_Sept_2006.pdf, and https://cshub.mit.edu/results/pavements.

[iii] For example, in 2010, Halifax Water avoided a $150,000 upgrade at the Middle Musquodoboit Water Treatment Plant (built in 2009-2010 for $2.2M) by working with a farmer. The farmer is compensated $300 on an annual basis for modifying agricultural practices and for maintaining a wider riparian buffer. According to a World Resources Institution study, 6 U.S. cities saved 60% on water infrastructure by integrating natural and built infrastructure. New York City invested worked with the agricultural community to protect water quality rather than spend $6-8B on a new filtration system with annual costs of $300M. The rate of return on the natural infrastructure investment was between 90 to 170%. An added benefit was the injection of $100M per year into the rural parts of the watershed: World Resources Institute: *Natural Infrastructure: Investing in Forested Landscapes for Source Water Protection in the United States*, 2013.

[iv] See *Ibid*; Ducks Unlimited Canada, *Wetlands Working: Flood Mitigation in the Bow River Basin*; and Olewiler, Nancy, *The Value of Natural Capital in Settled Areas of Canada*, Ducks Unlimited Canada and the Nature Conservancy of Canada, 2004.

[v] https://cshub.mit.edu/sites/default/files/documents/Research%20Brief%20August%202014-final.pdf

ATIA-14(a)
ATIA - 21(1)(c)

SECRET

BRIEFING NOTE TO THE MINISTER

APPROACH FOR ADDRESSING EXTENSION REQUESTS BEYOND MARCH 31, 2019 UNDER THE PUBLIC TRANSIT INFRASTRUCTURE FUND AND THE CLEAN WATER AND WASTEWATER FUND

(For Signature)

ISSUE

- The purpose of this note is to seek your direction on the extension of approved projects under the Public Transit Infrastructure Fund (PTIF) and the Clean Water and Wastewater Fund (CWWF) beyond March 31, 2019 (i.e. beyond Year 3).

BACKGROUND

Purpose of the PTIF and CWWF

- Introduced in Budget 2016, the PTIF provides short-term funding of $3.4 billion to help accelerate municipal investments to support transit systems and to foster long-term transit plans. The CWWF provides short-term funding of $2 billion to modernize water and wastewater infrastructure. Both programs originally required projects to be completed within two years in the provinces (by March 31, 2018) and for the CWWF in the three territories within three years (by March 31, 2019), subject to potential extensions by the Minister on a case-by-case basis.

Extension authorization

- The Minister of Infrastructure and Communities has the authority to extend deadlines for project completion and cost eligibility on a case-by-case basis, should there be a demonstrated need. To date, Infrastructure Canada (INFC) officials have indicated to provinces and territories that extensions would only be considered for one additional year (until March 31, 2019). The fiscal flexibility for extensions is supported by a reprofiling of $828 million from 2016–17 to 2018–19 approved by the Minister of Finance last year.

Funding approvals

- As of August 30, 2017, 1,084 projects had been approved under the PTIF, and 2,391 projects under the CWWF. (Note that all numbers in this document are based on all approved projects and not approved and announced, as is typical for public communications.)

Limited construction starts and flow of funds

- Project approvals are progressing, but limited funding has flowed to project proponents. This is based initial progress reporting; fall progress reports are being received now, and INFC will soon have a better picture of the status of projects.

1

Expectations that more and longer extensions will be required

- A large number of further requests for extensions are expected this fall for various reasons. Floods, forest fires and other natural disasters have also hampered project timelines in several jurisdictions.

- While INFC has consistently communicated that no extensions are being considered beyond a possible third year, there will likely be increasing pressure for longer extensions

Potential to transfer unallocated or unspent funds to other programs

ATIA - 21(1)(a)

ATIA - 21(1)(c)

ATIA-14(a)

SECRET

CONSIDERATIONS

ATIA - 21(1)(a)

SECRET

OPTIONS FOR PROCEEDING

Pros

Cons

Pros

Cons

ATIA - 21(1)(a) ATIA-14(b)
ATIA - 21(1)(c) ATIA - 69(1)(g) - (a)

SECRET

RECOMMENDATION

NEXT STEPS

- An engagement plan for communicating your preferred option to provinces, territories and community partners will be developed, supported by the development of a more general strategic communications plan.

Jean-François Tremblay Deputy Minister Infrastructure and Communities	Date

Option 1: ☐

Option 2: ☐

___ I approve. ___ I do not approve. ___ For discussion.

Amarjeet Sohi, P.C., M.P. Minister of Infrastructure and Communities	Date

SECRET

ANNEX A

Clean Water and Wastewater Fund (as of August 30, 2017)

Province / Territory	Initial Available for Projects*	Under Review	Unallocated Amount	Projects granted extension to March 31, 2019
BC	$222,902,216			
AB	$196,714,129			
SK	$88,448,691			
MB	$94,298,274			
ON	$563,945,641			
QC	$360,136,656			
NB	$78,655,272			
NS	$86,000,337			
PE	$55,098,130			
NL	$70,600,134			
NT	$51,193,997			
NU	$50,823,435			
YT	$51,390,275			
National	$13,197,000			
Total	$2,000,000,000			

* Does not include administration funding for provinces and territories.

Public Transit Infrastructure Fund (as of August 30, 2017)

Province / Territory	Initial Available for Projects*	Under Review	Unallocated Amount	Projects granted extension to March 31, 2019
BC	$460,000,000			
AB	$347,190,000			
SK	$28,710,000			
MB	$82,011,600			
ON	$1,481,313,200			
QC	$914,472,900			
NB	$8,652,600			
NS	$31,878,000			
PE	$653,400			
NL	$4,940,000			
NT	$320,000			
YT	$890,000			
National	$22,340,000			
Total	$3,383,371,700			

* Does not include administration funding for provinces and territories.

SECURITY DESIGNATION

SCENARIO NOTE

Chief Statistician's Annual Address 2017 and Panel Discussion
Yazmine Laroche, Associate Deputy Minister of Infrastructure and Communities - panelist
Anil Arora, Chief Statistician of Canada - host

Date/Time:	September 14, 2017, 1:00 - 4:00 p.m.* **(*Panel discussion is from 2:10 – 3:10 p.m.)**
Location:	100 Tunney's Pasture Driveway, R.H. Coats Building, Simon Goldberg Conference Centre
Subject:	Annual Address and Panel Discussion at Statistics Canada: "Modernization from a client perspective"
Participants:	Anil Arora, Chief Statistician of Canada (moderator) Yazmine Laroche, Associate Deputy Minister, Infrastructure and Communities Mathew Mendelsohn, Deputy Minister to the Cabinet, Results and Delivery, Privy Council Office Gina Wilson, Deputy Minister, Status of Women Canada Simon Kennedy, Deputy Minister, Health Canada

Background:

The Associate Deputy Minister of INFC has accepted an invitation to participate as a panelist during a Statistics Canada All-staff meeting. The panel discussion is entitled "Modernization from a client perspective", where INFC will be represented along with Privy Council Office, Status of Women Canada and Health Canada.

The one-hour panel will discuss, from each panelist's perspective, the following topics:

- What Statistics Canada does to respond to their statistical needs;
- Where the policy landscape is going; and
- How Statistics Canada could be more responsive or work in closer partnership.

The full event ("Chief Statistician's Annual Address 2017") will consist of three parts, as well as opening and closing remarks. There will be 2 sets of presentations: "Modernization from an international perspective", with presenters from New Zealand, Australia and the United Kingdom; and "Where do we go from here? Modernization in action". In between those two presentation series there will be the panel discussion on "Modernization from a client perspective", where INFC will participate. (Full agenda is provided in Annex A).

Considerations:

Based on the general theme of the panel discussion, the key messages conveyed during the discussion will focus on the *Investing in Canada Plan*, in particular its governance and the key roles for infrastructure research and data given the promising data-development initiatives with Statistics Canada.

The following is a summary of the detailed speaking points covering the three topics for the one-hour panel discussion. As well, more detailed speaking notes are included in the attached Annex (see Annex B).

<u>Policy landscape – unprecedented investments and increasing policy needs for better data:</u>

- Through the *Investing in Canada Plan*, the Government of Canada is making historic new investments in infrastructure, more than doubling existing funding (some $180 billion over the time period of 12 years). The Plan will build the cities of the 21st century and provide communities across

the country with the tools they need to prosper and innovate, with a focus on our national goals for a stronger economy, a cleaner environment and better communities.

- INFC has become a policy centre on public infrastructure priorities through funding that responds to the government's infrastructure agenda. As a result, a governance structure to support reporting on the *Investing in Canada Plan* has been established. This includes a DM-level committee, on which the Chief Statistician sits.
- The Canada Infrastructure Bank was legally established in June as an arm's length Crown Corporation. It will be operational by the end of 2017 and the Government of Canada and the Canada Infrastructure Bank will work in partnership with provinces, territories, municipalities and Statistics Canada to undertake a data initiative on Canadian infrastructure
- One of INFC's mandate for the planning, financing and managing of infrastructure investments is to be supported by high quality data and information tools along with economic research and analysis. As an evidence-based, outcomes approach to infrastructure investment requires nationally consistent data, INFC is working with its partners towards increasing the available of this data on infrastructure.

<u>Current data-development collaborations between INFC and Statistics Canada:</u>

- INFC has worked with Statistics Canada (STC) to develop the new survey on Canada's Core Public Infrastructure (CCPI), which will provide a national picture of the current state and performance of infrastructure across Canada, and will be the first national survey regarding core public infrastructure. It will provide useful statistical information on the stock, condition, performance and asset management strategies of Canada's core public infrastructure assets owned or leased by the federal, provincial, territorial and municipal levels of government.
- The CCPI survey was launched this summer, and INFC is looking forward to working with Statistics Canada on the analysis and publication of the results, expected for summer 2018.
- In addition, INFC is also working on leveraging established statistical programs within Statistics Canada to enhance infrastructure knowledge and information. As an example, the enhancements to the existing "CAPEX" (Annual Capital and Repair Expenditures Survey) survey seeks to collect additional infrastructure asset data on capital and repair expenditures in Canada.
- Other related initiatives include the work INFC is doing with Statistics Canada's national accounts on developing a satellite account for infrastructure data for timely and accurate national statistics available directly at INFC.
- Finally, INFC is developing its statistical framework to coherently and strategically address all of its infrastructure data needs in partnership with Statistics Canada.
- More generally, the governance structure under the *Investing in Canada Plan* includes an ADM-level working group on data strategies, which will be stood up soon. Its mandate is to discuss and address the methodologies and data strategies to support reporting on results.

Annex A – Statistics Canada Agenda

Annex B – Speaking Points

Statistics Canada Statistique Canada

ANNEX A

Chief Statistician's Annual Address 2017

—Leading Statistics Canada into the future—

Thursday, September 14, 2017
1:00 p.m. to 4:00 p.m.

R.H. Coats Building, Simon Goldberg Conference Centre
100 Tunney's Pasture Driveway, Ottawa, Ontario

1:00 **Welcome and introduction**
Monia Lahaie, Acting Assistant Chief Statistician, Corporate Services Field

Opening remarks
Anil Arora, Chief Statistician of Canada

Video: Innovation at Statistics Canada

1:15 **Modernization from an international perspective**
Stéphane Dufour introduces the presenters

Statistics New Zealand
Denise McGregor, General Manager, 2018 Census

Australian Bureau of Statistics
Chris Libreri, General Manager, Census and Statistical Networks Division
Bindi Kindermann, Program Manager, Census Branch

Office for National Statistics of the United Kingdom
Jane Naylor, Deputy Director, Methods Data and Research
Andy Teague, Acting Director of the Census

2:10 **Modernization from a client perspective (panel discussion)**
Monia Lahaie introduces the panel session

Panelists
Anil Arora, Chief Statistician of Canada (moderator)
Yazmine Laroche, Associate Deputy Minister, Infrastructure and Communities
Mathew Mendelsohn, Deputy Minister to the Cabinet, Results and Delivery, Privy Council Office
Gina Wilson, Deputy Minister, Status of Women Canada
Simon Kennedy, Deputy Minister, Health Canada

3:10 **Where do we go from here? Modernization in action**
Monia Lahaie introduces the presenters

Towards Measuring Cannabis
James Tebrake, Director General, Macroeconomic Accounts

Transition to a Low-carbon Economy
Greg Peterson, Director General, Agriculture, Energy, Environment and Transportation Statistics

Measuring Growth in International Visitors to Canada
Presentation by Karen Mihorean, Director General, Education, Labour and Income Statistics

Canadian Housing Statistics Program
Daniela Ravindra, Director General, Economy-wide Statistics

3:30 **Closing remarks**
Anil Arora, Chief Statistician of Canada

ANNEX B

Speaking Points:

A. PANEL QUESTION: "WHERE THE POLICY LANDSCAPE IS GOING?"

One of INFC's role is to plan, finance and manage federal public infrastructure investments in Canada. It is an important role that can only be efficiently and effectively achieved with the proper tools to do so. These tools include reliable market intelligence, timely and accurate data, and more research and analysis.

<u>Unprecedented public investments in infrastructure</u>

- Through the *Investing in Canada Plan*, the Government of Canada is making historic new investments in infrastructure, more than doubling existing funding, to build the cities of the 21st century and provide communities across the country with the tools they need to prosper and innovate, while focused on national goals for a stronger economy, a cleaner environment and better communities.
- To achieve this objective, the federal government will invest around $180 billion over the next 12 years.
- Given these unprecedented level of investment, data and reporting are particularly important given the need to monitor and assess the project and program impacts from these investments.

<u>Demand for better results reporting and the need for data on infrastructure:</u>

- Evidence-based, outcomes approach to infrastructure investment requires high quality, timely, and nationally consistent data.
- As all levels of government increase their investments in infrastructure, addressing any data gaps will ensure effective evidence-based policy decision-making. Currently, there is not a single source for infrastructure data at the national level.
- Data regarding the state and performance of Canada's infrastructure is important, but even more so, we need to report on its outcomes and how it has impacted the lives of Canadians. We will want to know these results in a timely manner so we can make policy adjustments accordingly and ensure that infrastructure investments align with our overall goals.

<u>INFC's evolving mandate:</u>

- INFC has become a policy centre on public infrastructure priorities through funding that responds to the government's infrastructure agenda.
- A governance structure to support reporting on the *Investing in Canada Plan* has been established. This includes a DM-level committee, on which the Chief Statistician sits. The mandate of the DM-level committee includes reviewing and guiding formal results and reporting on infrastructure to Cabinet. The DM committee supports a ministerial level committee, which will in turn support the Minister of Infrastructure as lead Minister responsible for reporting under the Plan.
- The governance structure also includes an ADM-level working group on data strategies,

which will be stood up soon. Its mandate is to discuss and address the methodologies and data strategies to support reporting on results. Statistics Canada has graciously agreed to co-chair this working group with INFC. Thank you.

- Statistics Canada, because of its expertise, will provide expert advice on data available through its holdings, and will provide expert data and knowledge to support results reporting. We look forward to advancing this work with your agency.

Canada's Infrastructure Bank:

- The Canada Infrastructure Bank was legally established in June as an arm's length Crown Corporation.
- Janice Fukakusa was appointed Chair of the Bank on July 6. A selection process for the Board of Directors and the Chief Executive Officer is underway.
- The Bank will be operational by the end of 2017.
- The Bank will make investments in revenue-generating infrastructure projects that are in public interest, and seek to attract investment from private sector and institutional investors to those projects. It is a new and innovative partnership model between all levels of government, across all regions of Canada, leveraging the expertise of the private sector.
- To help municipalities better track, collect, use and share the data needed to measure the impact of infrastructure investments, the Government of Canada and the Canada Infrastructure Bank will work in partnership with provinces, territories, municipalities and Statistics Canada to undertake a data initiative on Canadian infrastructure.

B. *Panel Question: "What Does Statistics Canada Do to Respond to our Statistical Needs?"*

INFC and Statistics Canada's partnership to improve national data on infrastructure:

- In order to respond to the multiple needs for better infrastructure data, INFC has started new data-development projects with Statistics Canada in various areas. This is accomplished through renewed, integrated approach to defining our national-level data needs and working with Statistics Canada to address these needs.

Canada's Core Public Infrastructure (CCPI) Survey

- INFC and Statistics Canada have worked closely together to develop the CCPI survey. It will provide a national snapshot of the current state and performance of infrastructure across Canada, and will be the first national survey of its kind. It will provide useful statistical information on the stock, condition, performance and asset management strategies of Canada's core public infrastructure assets owned or leased by the federal, provincial, territorial and municipal levels of government.
- The CCPI survey will collect data from municipalities, provinces/territories and other public owners of public infrastructure assets, on the current state and performance of public infrastructure.
- The survey will provide the Government with baseline data creating a benchmark to monitor changes over time and will be updated every 2 years.
- It is national in scope with a broad population coverage – covers all major cities and

represents about 90% of the country's population.

- Covers several asset classes: roads; tunnels and bridges; potable water; wastewater; storm water; public transit; solid waste; culture, sports and recreation; and social and affordable housing.
- Main survey was launched in July 2017.
- A tailored survey for First Nations survey was launched in September 2017.
- Work with Statistics Canada for analysis and publication of key results to come in Summer 2018.

Improving Capital and Repair Expenditures Survey (CAPEX) data on infrastructure:

- The CAPEX survey collects data on capital and repair expenditures in Canada. Information on capital spending provides a useful indication of market conditions both in the economy at large and in particular industries. The information is used by federal and provincial government departments and agencies, trade associations, universities and international organizations for policy development and as a measure of regional economic activity.
- Enhancements the CAPEX survey is being developed to provide more asset level information about infrastructure in Canada.

C. *PANEL QUESTION: "HOW STATISTICS CANADA COULD BE MORE RESPONSIVE OR WORK IN CLOSER PARTNERSHIP?"*

- INFC is currently developing a statistical framework to coherently and strategically address its infrastructure data needs in partnership with Statistics Canada
- This will allow the various pockets of infrastructure data at Statistics Canada to be cohesively drawn together through a partnership with the department. It will enhance our overall relationship between the 2 departments and will allow for longer term planning and response to our infrastructure data needs.
- Going forward, INFC and StatCan need to work in collaboration to determine how to respond to these needs through online tools (e.g.: the current CCPI survey is paper based and should be electronic), but to also go beyond these needs. We want to create timely and meaningful data through innovative means such as inventories about our infrastructure assets; satellite imagery able to zero in on our infrastructure assets; and real-time data and information through sensors (e.g.: sensors on bridges to understand traffic loads and patterns).
- Getting access to data that are more granular (e.g. community level) and geo-located could support new and innovative research explorations through the integration of multilayered databases and the use of geospatial analysis.

D. *Closing Remarks:*

- Overall, INFC sees this ongoing relationship between our departments as both promising and exciting.
- INFC is committed to working with Statistics Canada and other partners, and has engaged significant resources, in order to develop new data on infrastructure.
- We are enthusiastic about having an opportunity, through Statistics Canada's improved "client-based approach", to have a broad and comprehensive dialogue on infrastructure area's data gaps and on ways to work towards addressing various data needs.

SCENARIO NOTE

Meeting of the Deputy Minister Committee on Inclusiveness and Growth (DMIG)

Date/Time: **Location:**	Thursday, September 28, 2017, 2:00pm to 4:00pm EST 16th Floor, 90 Elgin Street, Ottawa, ON
Subject:	External expert presentation on artificial intelligence, a debrief the June 21 meeting of the Coordinating Committee of Deputy Ministers (CCDM), and a discussion of the forward agenda. The agenda is attached in **Annex A**.
Participants:	Avi Goldfarb, Ellison Professor of Marketing at the Rotman School of Management, University of Toronto. DMIG members, listed in **Annex B**.

You are attending a meeting of the DMIG on September 28. The first item on the agenda is a one hour presentation and roundtable with Avi Goldfarb on the economics of artificial intelligence, followed by a 20 minute debrief of the CCDM meeting of June 21, and a half-hour discussion of the future of the DMIG.

Departmental Objectives
This is the first meeting of the DMIG which you will attend as the DM of Infrastructure and Communities. Your participation in this committee provides the department with a unique perspective on the contribution that infrastructure investments make towards inclusive growth, and for this meeting in particular, considerations for federal, provincial and private infrastructure investments in the context of rapid technological change.

Background

Infrastructure investments ensure that Canadian cities and communities can attract talent and investment; can compete in the global economy; and, are places people want to live, work, and raise their families. Targeted investment in areas that address core economic issues related to trade, urban congestion, and energy improves competitiveness and economic growth.

Infrastructure investments can also contribute to inclusive growth. For example, the integrated bilateral agreements INFC will sign with provinces and territories seek to improve access to public transit, a key resource for accessing economic opportunities; investments in rural and northern communities will improve food security, reliable road, air and marine infrastructure, broadband connectivity, and efficient and reliable energy, supporting growth in communities facing economic challenges; and investments in cultural, recreational and community infrastructure, specifically Indigenous Peoples, will support more inclusive communities. In addition, for the integrated bilateral agreements, INFC will encourage provinces and territories to use procurement practices that encourage employment opportunities for women, veterans, apprentices, newcomers to Canada, and Indigenous peoples, as well as opportunities for local, small enterprises.

In terms of innovation and new technologies, incorporating technology in infrastructure asset management practices can provide data to improve management of those assets and planning for rehabilitation. In addition, disruptive technologies, including artificial intelligence, that change the way people live and work will have an effect on urban and community planning, and infrastructure required to support economic growth. For example, changes in how people work would change commuting patterns and habits, which in turn affect demand for transit. Research into this topic is part of INFC's medium term planning exercise, for which INFC would connect with other departments on technology megatrends, and demographic needs and trends.

Artificial intelligence

Avi Goldfarb is the Ellison Professor of Marketing at the Rotman School of Management, University of Toronto. His latest publication *What to Expect from Artificial Intelligence*, 2017, describes how advances in artificial intelligence are likely to change the workplace — and the work of managers. The idea behind this premise is that the value of some human skills will rise while others fall. In this situation, managers need to be aware of where AI delivers the most value to help reduce costs.

Goldfarb and his collaborators explore how improvement in AI is linked to advances in prediction. Based on their research, AI can help managers solve problems that were not previously prediction oriented. Their research provide information on how technological change has affected the cost of previous tasks, allowing them to anticipate how AI may affect what workers and managers do.

Biography of Avi Goldfarb and suggested questions for the roundtable is included as **Annex C**.

Debrief of the CCDM meeting of June 21

The primary topic at the June 21 meeting was feminist government, and what such an approach would aim to achieve. This could include advancing opportunities for both women and men to be in positions of leadership and contribute to decisions; providing support to women to pursue occupations in fields traditionally dominated by men; providing equitable opportunities to paid work, and a balanced distribution of unpaid work (e.g. child care, care for seniors); and access to physical and psychological security. Examples of International best practices & actions were shared.

Future Direction of the Committee

The DM Committee on Inclusive Growth (DMIG) has been mandated by the Clerk to investigate the impacts of growth, and public policies and programs in support of growth, on the various social and income groups in Canada with a view to inform public policy proposals.

DMIG's work plan was approved at the June CCDM meeting. The committee will spend the remainder of the fiscal year working to improve cross-departmental collaboration, identify and resolve capacity gaps and find pro-growth and pro-inclusiveness policies that could be candidates for government action.

ATIA - 21(1)(a)

ATIA - 21(1)(b)

(INFC's response to the PCO Survey on Departmental MTP Priorities is included in **Annex D**).

A PowerPoint presentation on the Future Direction of DMIG is included in **Annex E**.

Speaking Points

AI presentation

Do you know of any examples of cities or others using artificial intelligence to analyse data on trade patterns, traffic patterns, or housing trends, or any other key issues for city life?

Feminist Government

A feminist agenda will need to be supported by strong data and a solid evidence base, to understand for example, how areas like infrastructure affect women and men differently. We have some evidence that women use public transit more than men, for example, but the data set is limited. INFC would be happy to work with Statistics Canada and others to assess these data needs.

DMIG Future Direction

INFC could contribute to the work on regional disparities, or on challenges and opportunities for long term prosperity.

Annexes

Annex A – Agenda for DMIG September 28, 2017
Annex B – DMIG membership
Annex C – Bio of Avi Goldfarb and questions for discussion
Annex D – Survey on Departmental Medium-Term Policy Planning (MTP) Priorities
Annex E – Presentation on the Future Direction of the Committee

Annex A

DEPUTY MINISTER COMMITTEE ON INCLUSIVE GROWTH (DM-IG)

AGENDA

Meeting of September 28, 2017, 2:00pm to 4:00pm EST
16th Floor, 90 Elgin Street, Ottawa, ON

1. Introduction (5 minutes)

Welcoming remarks by DM-IG Co-Chairs

2. Roundtable with Avi Goldfarb on Artificial Intelligence (60 minutes)

Discuss the economics of artificial intelligence with Avi Goldfarb, the Ellison Professor of Marketing at the Rotman School of Management, University of Toronto

3. Debrief of the June 21 Meeting of the CCDM (20 minutes)

DM-IG Co-chairs will provide a debrief of the June 21 meeting of the Coordinating Committee of Deputy Ministers (CCDM)

4. Discussion on the Future Direction of the DM-IG (30 minutes)

Review and discuss the deck prepared on what the Committee has learned to date and a proposal for the future direction of the Committee

5. Conclusion and Next Steps (5 minutes)

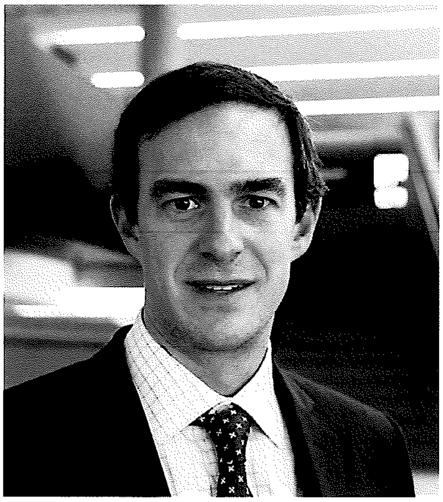
Advance notice: next meeting on October 23 featuring a presentation from

ANNEX B –Membership of the Deputy Ministers' Committee on Inclusive Growth

Co-chairs: Paul Rochon and Louise Levonian

Members: Anil Arora, Manon Brassard, Chris Fox, Jonathan Fried, Kelly Gillis, Bob Hamilton, Dylan Jones, Diane Lafleur, Chantal Maheu, Matthew Mendelsohn, Marta Morgan, Lori Sterling, Christyne Tremblay

Avi Goldfarb

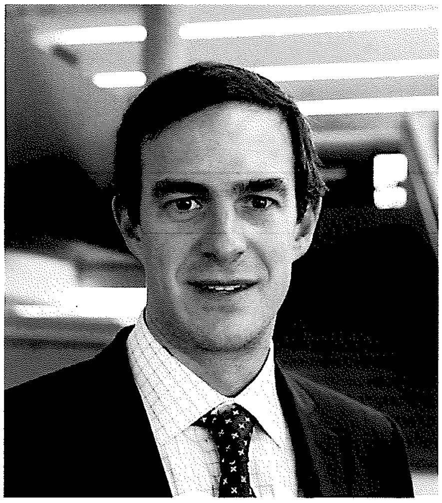


Avi Goldfarb is the Ellison Professor of Marketing at the Rotman School of Management, University of Toronto. He is also a Research Associate at the National Bureau of Economic Research, Chief Data Scientist at the Creative Destruction Lab, and Senior Editor at Marketing Science. Professor Goldfarb's research focuses on understanding the opportunities and challenges of the digital economy and has been funded by Google, Industry Canada, Bell Canada, AIMIA, SSHRC, and others. His research has been published in over 50 articles in a variety of prominent outlets in economics, marketing, statistics, computing, and law.

Recently, Professor Goldfarb finished co-authoring a book entitled "Prediction Machines: The Simple Economics of Artificial Intelligence" with Rotman colleagues Ajay Agrawal and Joshua Gans. This book provides a framework with which to think about how artificial intelligence (AI) will impact the economy. In this framework, data, prediction and judgement combine to determine actions involved in economic activity. The expected impact of AI is then that it will significantly lower the cost of prediction which will in turn: decrease the value of pre-existing prediction methods; increase the use of prediction as it is used more intensively and more broadly in new applications; and complement and raise the value of data and judgement.

Professor Goldfarb received his BA in Economics from Queen's University and his Ph.D. in economics from Northwestern University.

Avi Goldfarb



Avi Goldfarb est professeur de marketing « Ellison » à l'École de gestion Rotman de l'Université de Toronto. Il est également chercheur associé au National Bureau of Economic Research (NBER), scientifique en chef des données au Creative Destruction Lab et rédacteur en chef de *Marketing Science*. Les recherches de M. Goldfarb portent sur la compréhension des occasions et des difficultés soulevées par l'économie numérique. Ces recherches ont reçu le soutien financier de Google, Industrie Canada, Bell Canada, AIMIA, le Conseil de recherches en sciences humaines et d'autres. Ses recherches ont été publiées dans plus de 50 articles dans différentes publications réputées en économie, en marketing, en statistique, en informatique et en droit.

Récemment, M. Goldfarb a terminé son livre intitulé *Prediction Machines: The Simple Economics of Artificial Intelligence*, coécrit avec ses collègues de Rotman, Ajay Agrawal et Joshua Gans. Ce livre présente un cadre de réflexion sur la façon dont l'intelligence artificielle (AI) aura des répercussions sur l'économie. Dans ce cadre, les données, les prévisions et le jugement se combinent pour déterminer les mesures intégrantes à l'activité économique. On prévoit que l'IA va grandement baisser le coût des prédictions, ce qui aura pour effet de décroître la valeur des méthodes de prédiction actuelles; d'accroître le recours aux prédictions dans les nouvelles applications, qui les utiliseront plus fréquemment et de façon plus large; et venir compléter et rehausser la valeur des données et du jugement.

Monsieur Goldfarb a reçu son baccalauréat en économie à l'Université Queen's et son doctorat en économie à l'Université Northwestern.

Prediction Machines:
The Simple Economics of Artificial Intelligence

Ottawa, September 28, 2017

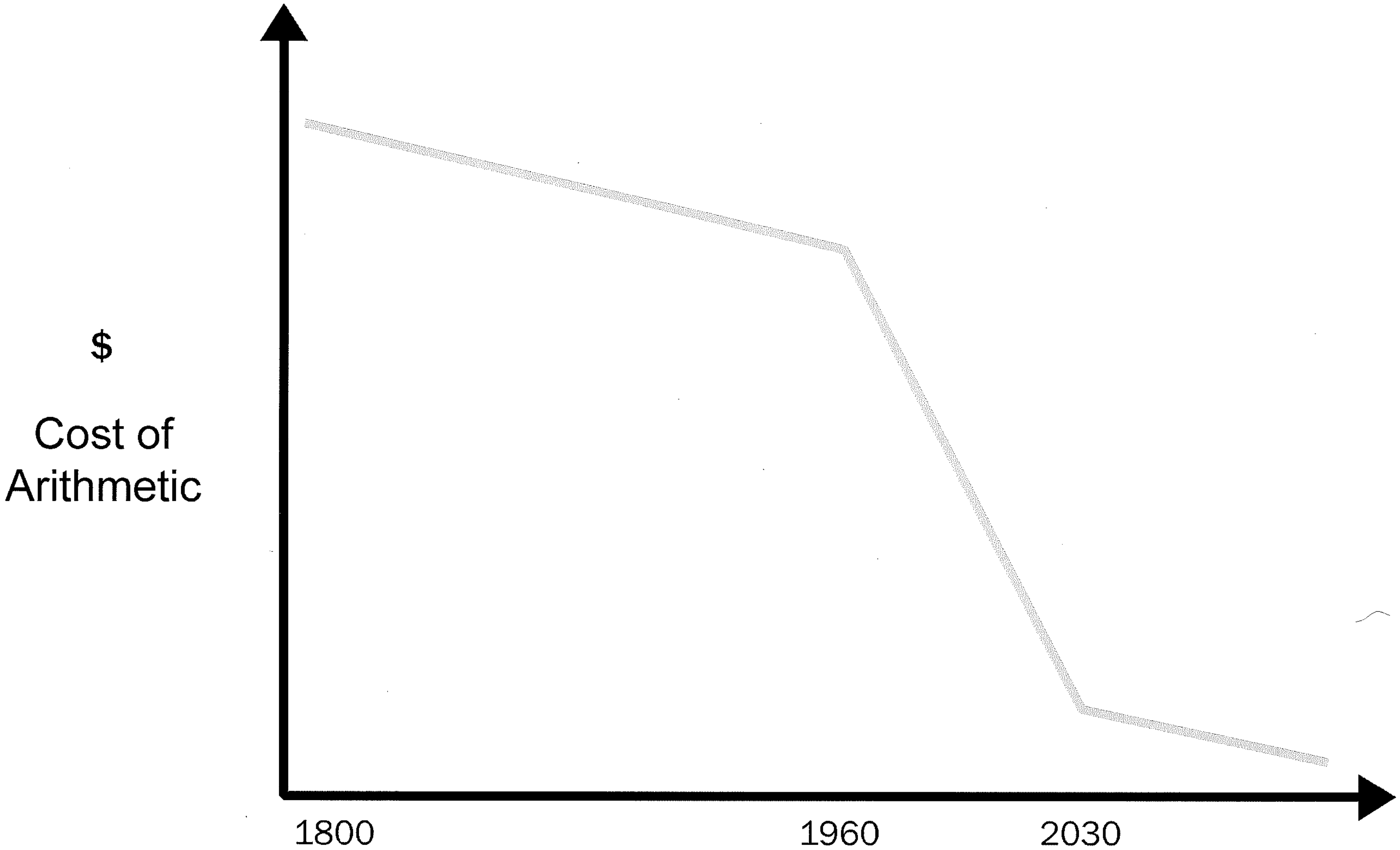
Avi Goldfarb
Rotman School of Management, Creative Destruction Lab, and NBER
(based on research with Ajay Agrawal and Joshua Gans)

Rotman



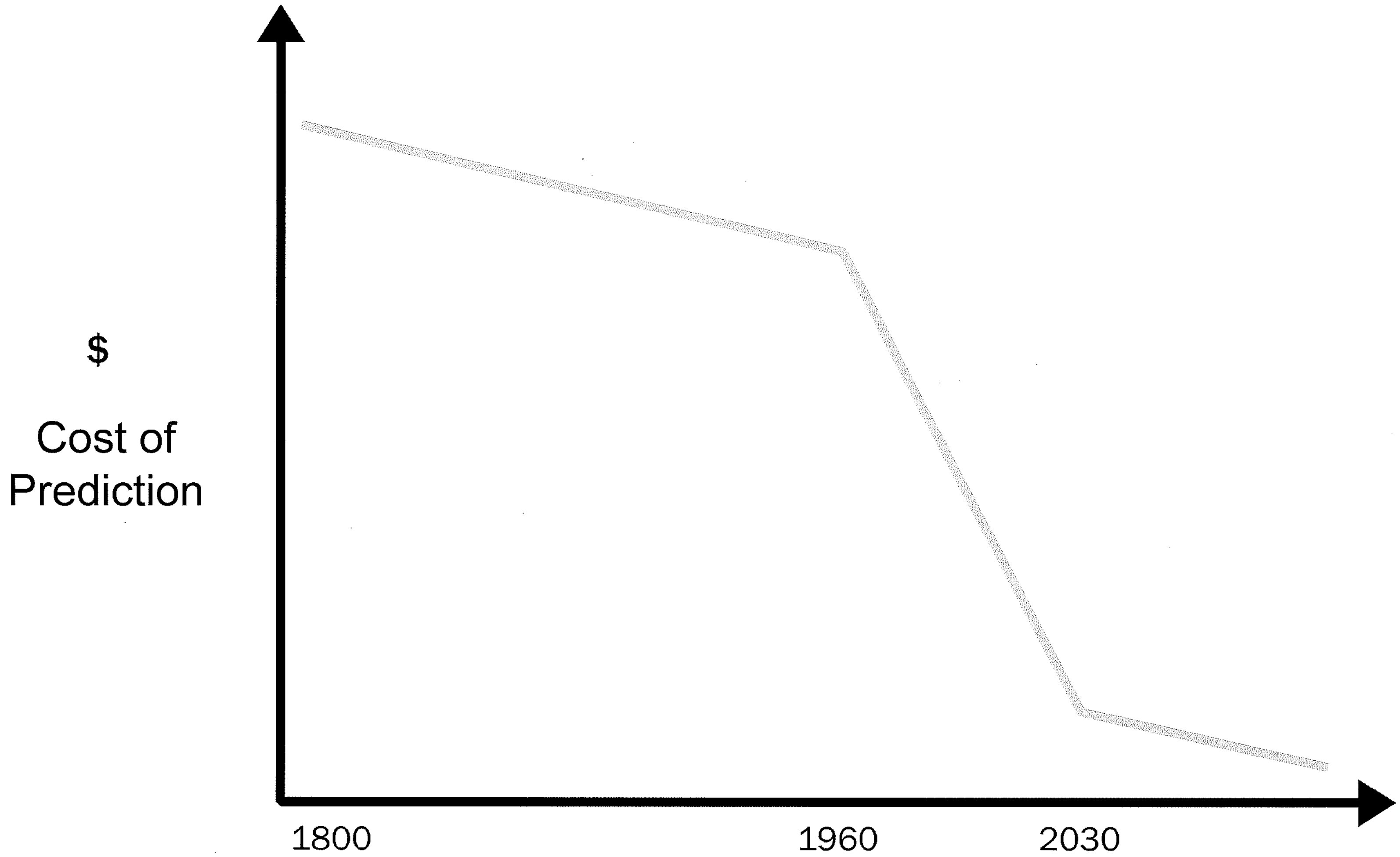
Rotman

Moore's Law



Rotman

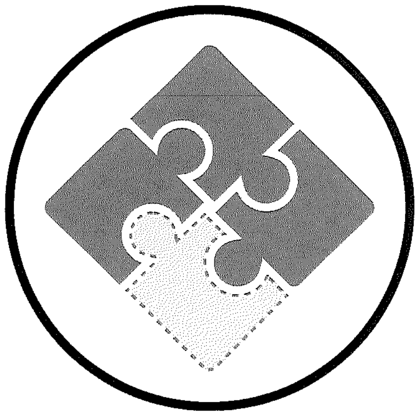
Artificial Intelligence



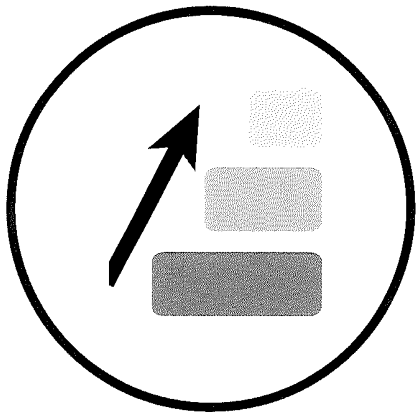
Main Idea

Advance in AI → Drop in cost of prediction

Implications



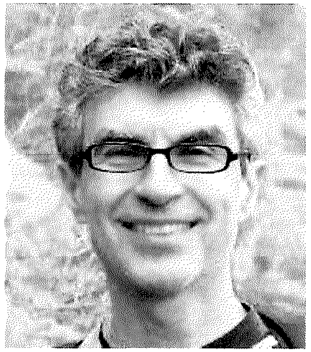
Expanding role of prediction as an input



Changing value of other inputs

A.I. in Canada

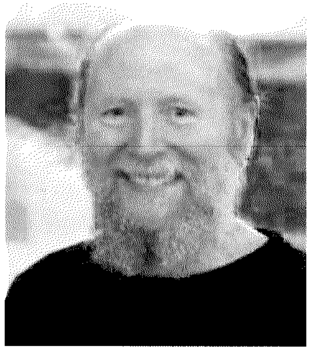
Université de Montréal | University of Toronto | University of Alberta



Yoshua Bengio



Geoffrey Hinton



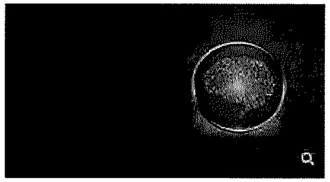
Richard Sutton

CREATIVE DESTRUCTION LAB

Goal:	Actual:	New Goal:
$50m	$1.4b	$100b
Equity value after 5 years	Equity value after 5 years	Equity value after 15 years

150 A.I. companies this year

Home » Report on Business » Commentary



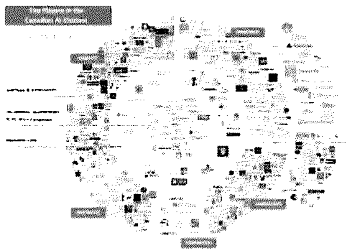
JACOBS, POUTANEN, ZEMEL, HINTON AND CLARK

Artificial intelligence is the future, and Canada can seize it

JORDAN JACOBS, TOMI POUTANEN, RICHARD ZEMEL, GEOFFREY HINTON AND ED CLARK
Special to The Globe and Mail
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THE GLOBE AND MAIL

Creative Destruction Lab expands startup program nationally



Rotman

On 13-14 September, 2017, we held our inaugural conference in Toronto to set the research agenda on The Economics of AI. The conference was made possible by generous support from the NBER, Creative Destruction Lab and CIFAR. Ajay Agrawal, Joshua Gans and Avi Goldfarb of the University of Toronto organised the conference.

Presentation Videos



Speakers

David Autor, Susan Athey, Erik Brynjolfsson, Colin Camerer, Tyler Cowen, Dave Donaldson, Austan Goolsbee, Rebecca Henderson, Chad Jones, Daniel Kahneman, Joel Mokyr, Jeff Sachs, Carl Shapiro, Scott Stern, Betsey Stevenson, Larry Summers, Chad Syverson, Manuel Trajtenberg, Dan Trefler, Hal Varian, Catherine Tucker, etc.

Machine Learning vs. Artificial General Intelligence
Jobs, Income, and Inequality
Regulation

Rotman

DEPUTY MINISTER COMMITTEE ON INCLUSIVE GROWTH (DM-IG)
September 28th, 2017

Roundtable with Avi Goldfarb
Ellison Professor of Marketing, Rotman School of Management

Suggested Questions for Discussion:

1) What is your overall framework for thinking about the economics of AI?

2) What were the key takeaways from the Rotman-NBER conference on the Economics of AI? What were the major areas of consensus and disagreement among experts?

3) What questions remain largely unanswered with respect to the potential implications of AI?

4) How do you expect AI and other disruptive technologies to impact economic growth, the labour market, and inequality? In general, will AI and other disruptive technologies affect the labour-market outcomes of women and men differently?

5) What can governments do to both maximize the growth-enhancing potential of AI and other disruptive technologies, and ensure the benefits are broadly shared?

6) To what degree should Canada focus on supporting cutting-edge AI research in Canada versus promoting the adoption of AI technologies to enhance economic growth?

COMITÉ DE SOUS-MINISTRES SUR LA CROISSANCE INCLUSIVE (SM-CI)
Le 28 septembre 2017

Table ronde avec Avi Goldfarb
Professeur de marketing « Ellison » à l'École de gestion Rotman

Questions suggérées aux fins de discussion :

1) Quel est votre cadre général de réflexion quant aux répercussions économiques de l'IA?

2) Quels ont été les points importants à retenir de la conférence Rotman-NBER sur l'économie de l'IA? Quels étaient les principaux domaines de consensus et de désaccord entre les experts?

3) Quelles questions sont majoritairement restées sans réponse quant aux répercussions potentielles de l'IA?

4) Selon vous, quelles seront les répercussions de l'IA et d'autres technologies perturbatrices sur la croissance économique, le marché de l'emploi et l'inégalité? En règle générale, l'IA et les autres technologies perturbatrices toucheront-elles les femmes et les hommes de la même façon sur le marché de l'emploi?

5) Comment les gouvernements peuvent-ils maximiser la croissance issue de l'IA et des autres technologies perturbatrices tout en s'assurant que les bénéfices sont répartis de façon générale?

6) À quel degré le Canada devrait-il concentrer ses efforts sur le soutien de la recherche de pointe sur l'IA au Canada plutôt que de promouvoir l'adoption de technologies d'IA visant à rehausser la croissance économique?

Survey on Departmental Medium-Term Policy Planning (MTP) Priorities

Department: INFC

Key Contact: Alain Desruisseaux, A/ADM Policy

Please identify 2-6 MTP priorities per department / Deadline: June 30, 2017

MTP Priority 1: Federal role in infrastructure investments by other orders of government

Budgets 2016 and 2017 announced bilateral allocations, national programs and the Canada Infrastructure Bank to deliver funding support for infrastructure investments by other orders of government. These programs will be in addition to continuing programs and funds, for example the Gas Tax Fund and the First Nation Infrastructure Fund.

Does the current mix of approaches to federal support for infrastructure investments by other orders of government achieve federal objectives, given trends in infrastructure delivery, other federal policies and priorities (i.e. inclusive growth, innovation agenda, renewed nation-to-nation relationship with Indigenous peoples, among others) and Canadians' expectations? What are other models of delivering support for infrastructure planning and investment that could be deployed to maximize results? Do programs incent innovation, particularly in sectors known for their conservatism such as construction, and if not, how could they? The focus would be on programs other than those announced in Budgets 2016 and 2017.

Status/Possible timelines

INFC would need to explore current models for delivering support for infrastructure investments in the federal government, as well as practices employed by other national governments.

MTP Priority 2: Urban agenda

The Canadian population is increasingly urbanized, diverse and concentrated in a few urban centers: The top 10 population centres (formerly called urban centres) represents 49% of Canada's population. These centres are engines for economic growth and must remain internationally competitive, attractive as places to invest, live and work. At the same time, infrastructure needs are evolving and are influenced by changes such as the rapid advancements in technology that alter the way Canadians live and work, climate change, and demographic shifts.

What kinds of infrastructure will Canadian urban centers require to meet economic, social and climate challenges? How will urban centers and infrastructure needs change with technological advances? How would or should the relationship between urban centers and other orders of government evolve, for example through partnerships arrangements where local governments play an increasing role on both

domestic and international scenes with limited fiscal devolution?
Status/Possible timelines INFC could tap into the work that OGDs like NRCan and ISED are doing on technology megatrends and R&D as well as OGDs like ESDC, IRCC and PHAC are doing on demographic and population issues and needs and trends.

Future Direction of the Committee

September 28, 2017

Deputy Ministers' Committee on Inclusive Growth

Canada

Government of Canada / Gouvernement du Canada

The Federal Framework on Inclusive Growth

The DM Committee on Inclusive Growth (DMIG) has been mandated by the Clerk to:

- Deepen our understanding and ability to assess the impacts of growth, and public policies and programs in support of growth, on the various social and income groups in Canada;
- Consider strategic orientations for Government policies that support prosperity for all Canadians and make Canada's redistributive policies more effective and resilient to labour market transformations, including those driven by technological change; and
- Examine and inform major policy proposals from the lens of inclusive growth.

In June, CCDM agreed to the general objectives proposed for DMIG's framework:

- Improve cross-departmental collaboration and develop the capacity to assess inter-relationships between growth and equity objectives;
- Identify policy gaps that could hinder strong and inclusive growth going forward; and
- Identify specific pro-growth and pro-inclusiveness policies that could be candidates for government action.

What we've learned: Key challenges for inclusive growth

Upon consideration of a range of challenges for inclusive growth, DMIG's secretariat has identified two priority areas for further analysis

1. **Persistent barriers and disincentives to the full economic participation of particular demographic groups**
   - Particular demographic groups (e.g. women, Indigenous peoples, lone-parent families, older Canadians, lower-skilled workers, recent immigrants, Canadians with disabilities) are not able to fully participate in many economic and social opportunities, and often have worse outcomes across a wide array of indicators
   - Structural developments, economic and social barriers, and public policies have contributed to regional divides, which may be exacerbated by future disruptions

2. **Uncertain future: key challenges and opportunities for long-term prosperity**
   - Canada faces many headwinds: population aging, slower productivity growth, international competitive pressures, protectionism, and the transition to a low-carbon economy
   - While disruptive technologies and automation could contribute to economic growth and support the transition to a low-carbon economy, they will also create winners and losers and potentially raise inequality

ATIA - 21(1)(a)

ATIA - 21(1)(b)

ATIA - 21(1)(a)

ATIA - 21(1)(b)

Proposed schedule of meetings

October 23, 2017

- Presentation from

January [TBD], 2018

- Joint meeting of DMIG and DM Committee on Economic Trends and Polices (DM-ETP) on skills
  - Roundtable with SSHRC on disruptive technologies, the labour market and skills

Orientation future du Comité

Le 28 septembre 2017

Le Cadre de travail fédéral sur la croissance inclusive

Le Comité de sous-ministres sur la croissance inclusive (SM-CI) a reçu le mandat suivant du greffier du Conseil privé :

- Approfondir notre compréhension et notre capacité à évaluer les répercussions de la croissance, incluant sur les processus d'élaboration des politiques et des programmes publics qui la soutiennent, sur les différents groupes sociaux et économiques au Canada;
- Examiner différentes orientations stratégiques des politiques gouvernementales qui favorisent la prospérité de tous les Canadiens et Canadiennes et rendre les politiques canadiennes de redistribution des richesses plus efficaces et résistantes aux transformations du marché du travail, y compris celles propulsées par des changements technologiques; et
- Examiner et contribuer à des propositions de politiques importantes d'un point de vue de la croissance inclusive.

En juin, le CCSM a accepté les objectifs généraux proposés dans le cadre de travail du SM-CI, soit :

- Améliorer la collaboration panministérielle et développer la capacité d'évaluer les liens entre la croissance et les objectifs d'équité;
- Cerner les lacunes dans les politiques qui pourraient nuire à une croissance forte et inclusive à l'avenir; et
- Identifier des politiques visant à favoriser la croissance et l'inclusivité qui pourraient être choisies pour faire l'objet de mesures gouvernementales.

Ce que nous avons appris : Les difficultés clés à la croissance inclusive

Après un long examen d'une vaste gamme d'obstacles à la croissance inclusive, le secrétariat du SM-CI a cerné deux domaines prioritaires aux fins d'une analyse plus approfondie

1. **Les obstacles persistants et les freins à la pleine participation économique de certains groupes démographiques**
   - Certains groupes démographiques particuliers (par exemple, les femmes, les peuples autochtones, les familles monoparentales, les aînés, les travailleurs non spécialisés, les nouveaux immigrants et les personnes atteintes de déficiences) ne sont pas en mesure de prendre part pleinement à de nombreuses occasions économiques et sociales. Ils ont souvent des résultats plus négatifs à l'examen d'un vaste éventail d'indicateurs.
   - Les développements structurels, les obstacles économiques et sociaux et les politiques publiques ont contribué à cette rupture régionale, qui pourrait être exacerbée par d'autres perturbations.

2. **Avenir incertain : obstacles et occasions clés pour une prospérité à long terme**
   - Le Canada doit affronter plusieurs vents de face : le vieillissement de la population, la croissance plus faible de la productivité, les pressions issues de la concurrence internationale, le protectionnisme et le passage à une économie faible en carbone.
   - Bien que les technologies perturbatrices et l'automatisation puissent contribuer à la croissance économique et soutenir une transition vers une économie faible en carbone, elles feront également des gagnants et des perdants, et pourraient augmenter les inégalités.

ATIA - 21(1)(a)

ATIA - 21(1)(b)

ATIA - 21(1)(a)

ATIA - 21(1)(b)

Calendrier proposé pour les réunions

Le 23 octobre 2017

- Présentation de

Le (à déterminer) janvier 2018

- Réunion mixte du SM-CI et du Comité de sous-ministres sur les tendances et les politiques économiques (SM-TPE) sur les aptitudes
  - Table ronde avec le CRSH sur les technologies perturbatrices, le marché et les aptitudes d'emploi

SCENARIO NOTE

Meeting between Deputy Minister (DM) of Infrastructure and Communities and Okenge Yuma Morisho, DM of Intergovernmental Relations, British Columbia

Date/Time: **Location:**	Monday, October 2, 2017 - 1:30 – 2:00 pm 427 Laurier, 10th Floor
Subject:	Meeting with Okenge Yuma Morisho, DM of Intergovernmental Relations for British Columbia
Participants:	Kelly Gillis, DM of Infrastructure and Communities Okenge Yuma Morisho, DM of Intergovernmental Relations, British Columbia (Biography in **Annex A**) David Murchison, ADM, Policy and Results Branch, INFC

Departmental Objectives
This will be your first bilateral meeting with a representative of the Government of British Columbia. It will provide a good opportunity to provide an update on the Investing in Canada Plan, including the integrated bilateral agreements and discuss how British Columbia and the Government of Canada can further advance their shared infrastructure priorities.

Stakeholder Objectives
Deputy Minister Yuma Morisho requested to meet with you and will be interested in discussing the Investing in Canada Plan, the integrated bilateral agreement engagement strategy and the upcoming federal of the Clerk of the Privy Council and federal colleagues to British Columbia on October 11-12, 2017. Mr. Yuma Morisho is also expected to highlight British Columbia's infrastructure priorities.

Context/Overview
Infrastructure Canada (INFC) officials engage with their counterparts at the Ministry of Transportation and Infrastructure and the Ministry of Municipal Affairs and Housing in British Columbia. The DM of Transportation and Infrastructure is Grant Main and the DM of Municipal Affairs and Housing is Jacquie Dawes.

The most recent ministerial engagement with British Columbia took place on August 3, 2017 when the Honourable Amarjeet Sohi, Minister of Infrastructure and Communities met with the Honourable Claire Trevena, British Columbia's Minister of Transportation and Infrastructure and her colleague, the Honourable Selina Robinson, Minister of Municipal Affairs and Housing.

The most recent engagement at the DM level took place on August 31, 2017 when the former DM of Infrastructure and Communities, Jean-François Tremblay, had a conference call with British Columbia's DM of Transportation and Infrastructure, Mr. Grant Main.

Over the summer, INFC officials have worked closely with officials from British Columbia's Ministry of Transportation and Infrastructure to ensure the effective and efficient delivery of infrastructure funding to support projects in the province. In particular, under the Public Transit Infrastructure Fund (PTIF) program

(Phase 1), the full program allocation of $460 million has been allocated to 27 projects. In addition, 32 projects have been approved under the Provincial-Territorial Infrastructure Component-National and Regional Projects (PTIC-NRP) program representing a federal investment of $740 million, including 22 highway projects. It is anticipated that British Columbia will fully allocated funding under the NRP program by March 31, 2018. Details on British Columbia's current federal infrastructure funding can be found in **Annex B.**

British Columbia also has an allocation of $265.9 million in 2017-18 under the Gas Tax Fund.

1- British Columbia Provincial Elections

The 41st British Columbia elections were held May 9, 2017. On May 29, NDP and Green Party leaders John Horgan and Andrew Weaver announced a partnership, in which the Greens would provide confidence and supply to an NDP minority government. On June 29, the Liberals were defeated in a confidence vote; thus Clark stepped down. Lieutenant Governor Judith Guichon invited Horgan to form an NDP minority government.

2- Letters to PT Ministers

On July 6, Minister Sohi sent letters to Provincial and Territorial Ministers for Infrastructure, including then Premier-Designate The Honourable John Horgan. The letter provided an update on the first phase of the Investing in Canada Plan announced in Budget 2016 and provided an overview of Budget 2017 infrastructure investments. Also included in the letter was information about the Integrated Bilateral Agreements between Canada and the provinces and territories, including British Columbia's allocation amounts for each infrastructure stream. A copy of the letter can be found in **Annex C**.

British Columbia's allocations are $2.69 billion for Public Transit; $1.12 billion for Green Infrastructure – this amount includes $212.3 million for Lion's Gate Wastewater Treatment Plan; $157.08 million for Community, Culture and Recreation Infrastructure; and $166 million for Rural and Northern Communities Infrastructure.

3 - Federal-Provincial-Territorial Ministers and Deputy Ministers' Meetings

On September 20-21, 2017, Minister Sohi and former DM Tremblay met with their FPT counterparts to provide an update on the progress of the implementation of Phase 1 of the Investing in Canada Plan and discuss with provinces and territories (PTs) the long-term Investing in Canada Plan and the path forward for the integrated bilateral agreements under the Investing in Canada Infrastructure Program. A delegation from the Federation of Canadian Municipalities participated in the afternoon session of the meeting.

Minister Claire Trevena and DM Main did not attend. British Columbia was represented at the meetings by David Marr, Executive Director, Planning and Programming Branch, Ministry of Transportation and Infrastructure.

4- Clerk of the Privy Council Visit to British Columbia

You have been invited to join the Clerk of the Privy Council, Michael Wernick, for a meeting with the Clerk and his British Columbia counterpart, Don Wright in Victoria, British Columbia on October 12, 2017. The purpose of the meeting will be to exchange views on shared priorities at the beginning of the new provincial government's mandate. In addition to a general discussion, four agenda items will be covered: infrastructure; mental health and addictions; Indigenous services; and wildfires response and recovery. Canada and British Columbia deputy ministers responsible for these areas will also participate in the meeting.

Canada Infrastructure Bank

Since January 2017 officials with the Canada Infrastructure Bank Transition Office, as well as senior advisors with Finance Canada and the Privy Council Office, have undertaken extensive consultations with PTMs. With respect to British Columbia this process has included engagement with officials in the provincial government and the Municipal Finance Authority of British Columbia. Additional bilateral engagement at the municipal level also included the cities of Vancouver, Richmond, and Victoria.

On August 25, Premier Horgan announced the Province of British Columbia would be removing tolls on the Port Mann and Golden Ears bridges in Vancouver, a decision critics noted would result in increased traffic and fiscal pressure.

Removing tolls from the Port Mann and Golden Ears bridges will cost the Province an additional $132 million for the remainder of this fiscal year ($94 million for Port Mann Bridge and $38 million for Golden Ears Bridge). This includes an estimated $12 million to wind down tolling operations for both bridges. In future years it will cost an additional $135 million a year to cover lost tolling revenue on the Port Mann Bridge, which includes $25 million that will be saved on an annual basis to no longer have to collect tolls. The Golden Ears Bridge is owned and operated by Translink, which will work with the Province on reaching a long-term funding agreement.

The Province has also announced it will re-evaluate plans to replace the George Massey Tunnel with a new bridge, which is estimated to cost approximately $3.5 billion.

Points to Register

- I appreciate the opportunity to meet with you and to hear about British Columbia's priorities.

- My officials met with British Columbia officials on July 17 to lay the groundwork for negotiating an Integrated Bilateral Agreement, which we hope to sign by March 2018.

- The recent FPT meeting on infrastructure, which unfortunately Minister Trevena could not attend, provided Minister Sohi with an opportunity to engage with provincial and territorial ministers on several elements of the Investing in Canada Plan.

- Discussions at that meeting included funding under the first phase of federal infrastructure investments, the federal outcomes-based approach and a presentation from the Federation of Canadian Municipalities on the municipal perspective.

- As mentioned during the meeting in Ottawa, reporting on results is a federal priority. The Government of Canada has committed to reporting more regularly and in more detail about what our collective investments are achieving for Canadians. This is something new compared to the last round of funding, and I know that we will need to work closely with BC officials to streamline this process.

- My officials are taking into consideration all of the feedback we heard at the FPT meetings and we will continue to work with you to make this program one that meets the needs of federal-provincial/territorial governments, along with Indigenous partners, municipalities and other project proponents.

- I look forward to meeting with BC officials as part of the federal visit to BC on October 11-12, 2017, and departmental officials will be in touch with Ministry of Transportation and Infrastructure officials soon to confirm the path forward on the integrated bilateral agreements.

Responsive only, if pressed on objectives of the visit

- *I look forward to meeting with my British Columbia counterparts and hope to gain a better understanding of British Columbia's infrastructure priorities and key projects moving forward.*
- *What are you hoping to accomplish as a result of this visit?*
- *How can we best use the time at our disposal to achieve our respective objectives?*

- Infrastructure Canada will continue to collaborate with the Government of British Columbia on the implementation of the long-term infrastructure plan.

- We also look forward to your continued collaboration in ensuring the successful delivery of Phase 1 programs.
- Moving forward, please continue to submit progress reports and ensure that reports include complete and accurate information, including actual start dates of projects.
- On claims, we expect that there will be a significant increase this year.
- We are looking for your support to identify when your projects will be completed and in particular any projects that will not be completed in time. We need accurate information on how much funding you intend to receive from us. This is critically important to us and I know that discussions are underway to try and improve the situation.
- PTIF and CWWF were intended to be short term and we would like to close the programs as soon as possible.

<u>Pan-Canadian Framework on Clean Growth and Climate Change</u>

- Infrastructure Canada is currently developing a progress report on the implementation of the Pan-Canadian Framework on Clean Growth and Climate Change. The report will capture results relevant to the Ministers responsible for infrastructure, including enhancements to the built environment and shifting to lower-emitting infrastructure, with a particular focus on public transit.
- A draft version of this report was circulated to our provincial and territorial interlocutors on September 26, 2017. We have requested input from each jurisdiction, outlining their respective results and any additional feedback they might have. Once consolidated, a final version of the report will be re-circulated to the provinces and territories for approval.
- Our table's report will inform the higher-level report on progress that will be submitted to First Minsters at the end of this year.
- British Columbia is a leader in advancing low-carbon growth, and we very much look forward to receiving your input.

<u>Canada Infrastructure Bank</u>

- The Canada Infrastructure Bank was legally established in June as an arm's length Crown corporation.
- Janice Fukakusa was appointed Chair of the Bank on July 6. A selection process for the Board of Directors and the Chief Executive Officer is underway.
- The Bank will be operational by the end of 2017.
- The Bank will make investments in revenue-generating infrastructure projects that are in public interest, and seek to attract investment from private sector and institutional investors to those projects. It is a new and innovative partnership model between all levels of government, across all regions of Canada, leveraging the expertise of the private sector.
- The Government remains committed to working with the provinces and territories, municipal governments, Indigenous leaders and other partners to determine the best ways to invest, so that the benefits of investment can be felt by all Canadians.

- I encourage you to continue to consider the potential for projects that may align with the mandate of the Bank.

Smart Cities Challenge

- The Smart Cities Challenge will be delivered as a pan-Canadian competition open to cities and communities of all sizes, as well as Indigenous communities. It will encourage communities across Canada to adopt a smart cities approach to improve the lives of their residents through innovation, data and connected technology.

- Municipalities, regional governments and Indigenous groups in British Columbia will be eligible to apply to the Smart Cities Challenge, which will be launched in the coming months

- There will be three rounds of the Challenge with the first set to launch this fall. The first round will include:
  - one large prize of $50 million;
  - two prizes of $10 million for mid-sized communities;
  - one prize of $5 million for a small community; and
  - one prize of $5 million available for an Indigenous community.

- Officials from my department were in British Columbia last week at the Union of British Columbia Municipalities conference to speak about the Smart Cities program with municipalities, gauge interest and build excitement.

- We have already heard that Vancouver, Victoria and Surrey are anxious to participate and are getting ready to put their Smart City projects forward.

- As we move quickly towards the fall launch of this program, my department's aim is to continue to collaborate with your provincial department to ensure that communities across British Columbia and the rest of Canada are aware of this opportunity.

Canada's Core Public Infrastructure Survey

- Infrastructure Canada and Statistics Canada have developed Canada's Core Public Infrastructure survey, which will provide a national picture of the state and performance of infrastructure, the first survey of its kind. The survey was launched on July 24, 2017 and responses are beginning to be received by Statistics Canada.

- The survey will provide baseline information that will enable all orders of government to develop policies to support efforts to improve Canada's core public infrastructure, and to monitor and report on the progress of these investments. The results of the survey will be available in summer of 2018.

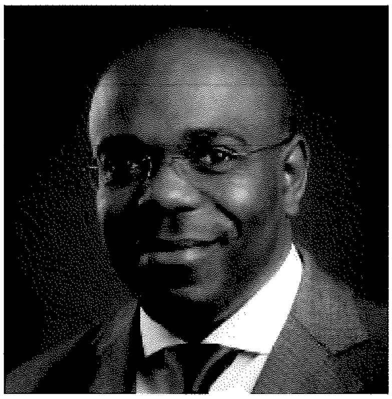
- Provincial and municipal participation in the survey will ensure that the results will be robust.

Annex A – Biography of Okenge Yuma Morisho
Annex B – British Columbia Summary, by programs
Annex C – July 6 Letter to Premier John Horgan

ANNEX A

Okenge Yuma Morisho

Deputy Minister, Intergovernmental Relations



Okenge Yuma Morisho was appointed Deputy Minister, Intergovernmental Relations in July 2017. Prior to his appointment, Mr. Yuma Morisho was the Assistant Deputy Minister for the Economic Development Division in the Ministry of Jobs, Tourism, and Skills Training. He has worked in several federal departments in Ottawa over a period of 15 years. He served in several executive positions within the Privy Council Office, where he worked on policy issues related to the Canada-United States border and other broader foreign policy topics as well as several domestic issues. With Environment Canada, Mr. Yuma Morisho also served in several capacities including as Director General, Intergovernmental Affairs and Stakeholder Relations. Mr. Yuma Morisho started his career in the Public Service of Canada with the Department of Industry, working in several programs and policy areas including the Canada Small Business Financing Program. Okenge holds a law degree (LL.L) and an MBA from the University of Ottawa. He has also completed an Executive Certificate in Negotiations at Notre Dame University.

Infrastructure Funding Report (IFR)

British Columbia by Program

Data as of September 27, 2017

Grants & Contribution Programs	Program	Initial Allocation	Initial Available for Projects	Approved - Public			Approved - Unannounced		Under Review		Unallocated Amount
				Project Count	Program Contribution	Claims Paid	Project Count	Program Contribution	Project Count	Program Contribution	
IICP - Phase 2 (2018)	PTIS	$2,691,101,894	$2,691,101,894								$2,691,101,894
	GIS	$1,115,494,721	$903,194,721								$903,194,721
	RNIS	$166,001,827	$166,001,827								$166,001,827
	CCRIS	$157,081,719	$157,081,719								$157,081,719
IICP - Phase I (2016)	PTIF	$460,490,000	$460,000,000	27	$460,000,000	$22,958,762			2	$56,250,000	($56,250,000)
	CWWF	$225,067,721	$222,902,216	179	$222,807,616	$581,924	1	$94,600			$0
NBCF (2014)	NRP	$980,907,692	$1,193,207,692	32	$740,605,521	$44,087,467			3	$148,357,982	$304,244,189
	NIC	$0	$296,869,639	2	$296,869,639	$0					$0
	SCF	$108,989,744	$107,899,847	80	$107,051,966	$12,383,204					$847,881
EAP (2009)	ISF	$512,220,927	$487,874,333	428	$461,391,924	$461,391,924					
	GIF	$0	$180,000,000	2	$180,000,000	$130,000,000					$0
	CC Top Up	$64,641,257	$64,641,257	55	$60,530,378	$60,530,378					
	NRT	$0	$4,514,848	81	$4,514,848	$4,514,848					
BCF (2007)	MIC	$928,960,000	$912,527,165	40	$901,397,622	$689,740,316					$11,129,543
	CC	$111,000,000	$124,504,356	103	$124,386,606	$124,386,606					$117,750
CSIF (2002)	CSIF	$0	$742,725,257	4	$742,725,257	$742,725,257					
	RKO	$0	$2,765,263	10	$2,765,263	$2,765,263					
MRIF (2002)	MRIF	$74,591,000	$73,571,000	99	$69,165,621	$69,165,621					
BIF (2002)	BIF	$0	$90,000,000	2	$90,000,000	$90,000,000					
Grants & Contribution Programs Total		$7,596,548,502	$8,881,383,034	1144	$4,464,212,262	$2,455,231,570	1	$94,600	5	$204,607,982	$4,233,719,524

Transfer Payment Programs						
Gas Tax Fund (2005-2017)	2005-2009	$76,272,000	$76,272,000	$101,696,000	$127,120,000	$254,239,000
	2010-2013	$250,697,000	$250,697,000	$250,697,000	$250,697,000	
	2014-2017	$253,276,892	$253,276,892	$269,379,778	$265,940,736	
	Total	$2,680,261,298				
PT Base Fund (2007-2013)	2005-2009	$0	$0	$25,000,000	$25,000,000	$25,000,000
	2010-2013	$75,000,000	$25,000,000	$0	$0	
	Total	$175,000,000				
Public Transit Fund (2005-2006)	Total	$52,543,010				
Transfer Payment Programs Total		$2,907,804,308				

Program Administration	Max	Planned	Claimed
PTIS	$26,911,358	$0	$0
GIS	$9,031,947	$0	$0
RNIS	$1,660,018	$0	$0
CCRIS	$1,570,817	$0	$0
PTIF	$4,604,900	$490,000	$32,313
CWWF	$2,250,677	$2,165,505	$449,410
SCF	$1,089,897	$1,089,897	$129,298
ISF	$5,322,594	$5,322,594	$5,322,594
CC Top Up	$0	$0	$0
CC	$2,720,000	$2,720,000	$2,720,000
MRIF	$1,020,000	$1,020,000	$1,020,000
Total	$56,182,208	$12,807,996	$9,673,615

Transfer In	$399,306,207
From GIS to NRP - Lion's Gate Wastewater Treatment - BC	$212,300,000
From Olympic 2010 to CSIF - Canada Line - BC	$150,000,000
From MIC to CC - initial $25M transfer - BC	$25,000,000
From CC to MIC - remaining funds - BC	$8,567,165
From MRIF to Gas Tax Fund - uncommitted legacy funds - 2016/17 -	$2,149,080
From BIF to Gas Tax Fund - uncommitted legacy funds - 2016/17 -	$1,081,483
From BCF-CC to Gas Tax Fund - uncommitted legacy funds - 2016/17	$208,479

Transfer Out	$265,099,644
From GIS to NRP - Lion's Gate Wastewater Treatment - BC	$212,300,000
From MIC to CC - initial $25M transfer - BC	$25,000,000
From ISF to Other Federal departments for priority projects - BC	$19,024,000
From CC to MIC - remaining funds - BC	$8,567,165
From BCF-CC to Gas Tax Fund - uncommitted legacy funds - 2016/17	$208,479

Minister of Infrastructure and Communities
Ministre de l'Infrastructure et des Collectivités

Ottawa, Canada K1P 0B6

The Honourable John Horgan, M.L.A.
Premier-designate
Government of British Columbia
Room 109, Legislative Buildings
Victoria, British Columbia V8V 1X4

JUL 06 2017

Dear Colleague:

I would like to take this opportunity to congratulate you on your new role as Premier-designate. I wish you every success in your new responsibilities.

I would like to update you on the positive partnership between the Government of British Columbia and the Government of Canada in delivering the initial phase of the Investing in Canada plan announced in Budget 2016, which is focused on accelerating federal investments in the short term by providing funding for the rehabilitation, repair, and modernization of existing infrastructure. In British Columbia, this included up to $460,490,000 under the Public Transit Infrastructure Fund and up to $225,067,721 under the Clean Water Wastewater Fund. As of July 6, 2017, 27 public transit projects and 179 water and wastewater projects have been approved in your jurisdiction under these programs for respectively 100% and 100% of the funding made available.

Budget 2017 builds on these measures and clearly outlines the next phase of the Government of Canada's Investing in Canada plan, which will provide more than $180 billion in infrastructure funding over 12 years. These investments will create long-term economic growth, build inclusive, sustainable communities and support a low carbon, green economy. We are working closely with all our partners and stakeholders to deliver this ambitious plan that will make a real difference to Canadians and Canadian communities. Infrastructure Canada, along with other federal departments, such as Natural Resources Canada, Canada Mortgage and Housing Corporation, Economic and Social Development Canada and Transport Canada, will deliver a variety of investments that focus on five key areas: public transit; green infrastructure; social infrastructure; trade and transportation; and infrastructure in rural and northern communities.

...2

I would also like to highlight other key ongoing elements of the Investing in Canada plan. As you may know, the Gas Tax Fund was originally launched in 2005 and has since supported more than 25,000 projects across the country. The Gas Tax Fund is a flexible program that is legislated, permanent and indexed; therefore, the funding amount will grow as time goes on. I am pleased to note that municipalities in British Columbia will receive $265,941,000 this year to fund their key priorities.

I also appreciate the continued efforts by the Government of British Columbia on the Provincial-Territorial Infrastructure Component of the New Building Canada Fund. Last year, our government made changes to this program to facilitate expedited approval of projects. In fact, we are hoping to work with you to ensure that all of the remaining funding under this program is approved as quickly as possible. I would note that only 62% of your National and Regional Projects allocation and 100% of your Small Communities Fund allocation have been approved for projects, and would encourage you to work with Infrastructure Canada officials to ensure that your funding allocation can be fully utilized.

As Minister of Infrastructure and Communities, I am responsible for the overall coordination and reporting on results for the Investing in Canada plan. In addition, I am directly responsible for several new initiatives under the long-term plan, which include:

- $33 billion in funding provided through **Integrated Bilateral Agreements** with provinces and territories that will invest in public transit infrastructure, community, culture and recreation infrastructure, green infrastructure, and infrastructure in rural and northern communities;

- Other initiatives within my portfolio that are not part of the integrated bilateral agreements include:
  - The $2-billion **Disaster Mitigation and Adaptation Fund**, which is a national, competitive, merit-based program, designed to support investments that will mitigate current and future climate risks, such as floods, wildfires and droughts by building or reinforcing constructed and natural infrastructure;
  - The **Canada Infrastructure Bank**, which will provide a new tool to make public dollars go farther by investing at least $35 billion in transformative projects that engage private capital; and
  - The **Smart Cities Challenge**, which will invest $300 million to encourage cities and their most creative minds to adopt new and innovative approaches to city-building and the digitalization of urban services.

...3

We aim to have the Canada Infrastructure Bank operational by the end of 2017, and the Smart Cities Challenge will officially launch this fall. We will also have more details on the Disaster Mitigation and Adaptation Fund in the coming months.

At this time, I am happy to provide you with details regarding the funding that will be delivered through an integrated bilateral agreement between Canada and British Columbia. This bilateral agreement will support public transit infrastructure, green infrastructure, community, culture and recreation infrastructure, as well as infrastructure in rural and northern communities. You will find below an overview of this program and additional information can be found in the Annex.

Our approach to this next phase of our government's plan to make historic investments in infrastructure will be different from what has been traditionally done in the past. We want the new programs announced in Budget 2017 to focus on outcomes that will have a positive, real impact on Canadians for generations to come. The bilateral agreement will be signed after an open dialogue between our governments and will aim to achieve the following outcomes:

1. increase the rate of economic growth in an inclusive and sustainable way;
2. improve environmental quality, reduce greenhouse gas emissions and increase resiliency of communities;
3. improve mobility in Canadian communities;
4. make Canadian communities more inclusive and accessible;
5. manage infrastructure in a more sustainable way.

Investments made through these bilateral agreements will streamline the delivery of funding and ensure that federal investments are targeted to achieving national objectives while providing the flexibility for provinces, territories and municipalities to propose priority investments in infrastructure.

This federal investment includes four funding streams to be delivered over the next 11 years:

- $20.1 billion for public transit;
- $9.2 billion for green infrastructure;
- $1.3 billion for community, culture and recreation infrastructure; and
- $2.4 billion for wide-ranging infrastructure needs in rural and northern communities. This includes the $400-million Arctic Energy Fund, which will be delivered under this stream to support energy security in the territories.

Partnership will be key to our success, and I would like to acknowledge the strong and effective communication between our respective organizations.

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Infrastructure Canada officials will be engaging with your officials in the coming weeks to lay the groundwork for negotiations and address any issues and questions you may have, with the goal of concluding negotiation of the integrated bilateral agreements by March 2018 at the latest.

I will soon be reaching out to the appropriate Minister to invite them to take part in the second edition of the Federal-Provincial-Territorial Ministerial meeting on infrastructure on September 20 and 21, 2017, in Ottawa, where we will have the opportunity to take stock of progress, challenges and best ways forward.

I look forward to our collaboration in support of infrastructure investments through existing and new programs investments that will lead to a higher quality of life for Canadians.

Yours sincerely,

A. Sohi

Amarjeet Sohi, P.C., M.P.

Enclosure

ANNEX

Integrated Bilateral Agreement in British Columbia

The Government of Canada wants to make investments that maximize results. Therefore, the investments realized through the integrated bilateral agreements will be guided by the principles of transparency and accountability; fairness; a collaborative approach with partners; and effective, streamlined delivery.

The integrated bilateral agreements will allow the Government of Canada and the provinces and territories to agree on well-defined shared outcomes, targets, and a framework for reporting on results on a regular basis. Consequently, the bilateral agreements will shift to an outcomes-based approach for project eligibility.

The outcomes-based eligibility approach will be anchored in the five long-term outcomes referenced in the above letter. For each of these outcomes, there will be one or more corresponding project-delivery outcomes. Project eligibility will be determined on whether or not a project meets the specified project-delivery outcomes and complies with the terms and conditions of the applicable stream.

In addition, as support for municipal projects is a priority for the Government of Canada, part of the project approval process will include a review to ensure that a fair balance of municipal and provincial projects exists under all streams.

Key areas of investment

Public Transit Stream

The Public Transit stream will provide funding to address the construction, expansion, and improvement of public transit infrastructure, and support active transportation projects that integrate "first-mile, last-mile" connectivity with a public transit system. Public transit investments will enhance mobility options and strengthen communities. In order to focus long-term public transit investments on new construction and expansion, a cap for investment that can be directed to rehabilitation projects is set at 15 percent nationally. This national cap will allow for regional variation.

The provincial and territorial allocation is determined by a formula based on ridership (70%) and population (30%). This blended formula balances demands on existing systems, while providing support for expected population growth. Within each jurisdiction, funding will be further allocated to existing public transit systems based solely on their respective ridership, with some flexibility possible to address regional requirements.

The Public Transit stream allocation for British Columbia is $2,691,101,894.

Green Infrastructure Stream

The Green Infrastructure stream will be composed of three funding areas:

- Greenhouse Gas Mitigation investments that will result in reduced greenhouse gas emissions, such as electricity generation and transmission (e.g. smart grid and renewables), built environment (e.g. energy efficiency), transportation (e.g. electric vehicles and alternative fuel infrastructure), active transportation infrastructure, and higher order rapid transit (e.g. heavy rail, subway, light rail transit, or bus rapid transit) or the adoption of vehicles that use a renewable fuel source (e.g. fleet electrification) in a public transit fleet;
- Adaptation, Resilience, Disaster Mitigation investments that will support community resilience, such as constructed infrastructure (e.g. dykes, winter ice roads replacement) and natural infrastructure (e.g. natural shorelines and wetlands) projects that will result in increased infrastructure capacity to withstand and adapt to climate change impacts, and climate-related disaster mitigation;
- Environmental Quality investments, such as infrastructure projects that will result in increased capacity to treat and manage water and wastewater, and capacity to reduce or remediate soil and air pollutants. Funding could include investments in natural infrastructure, as well as upgrades to water, wastewater infrastructure, replacement of diesel storage tanks, and reduction of the environmental impact of landfills.

The Green Infrastructure stream is intended to be the source of funding for projects identified by provinces and territories under the Pan-Canadian Framework on Clean Growth and Climate Change. Infrastructure Canada will work with provinces and territories to prioritize the Pan-Canadian Framework projects in this stream. A minimum floor of 45% of a province's allocation under the green stream will need to be invested in greenhouse gas emission mitigation projects.

The jurisdictional allocation for the Green Infrastructure stream consists of a base amount of $200 million for each province and territory. The remainder is allocated on a per capita basis, using 2016 Statistics Canada Census data.

The Green Infrastructure stream allocation for British Columbia is $1,115,494,721. This amount includes $212.3 million for Lion's Gate Wastewater Treatment Plant, as announced in Budget 2016.

Community, Culture and Recreation Infrastructure Stream

The Community, Culture and Recreation Infrastructure stream will provide funding for infrastructure projects that improve social inclusion and civic engagement. Funding will support new, expanded or renewed community centres and hubs, amateur sport, cultural, and recreational installations and facilities. Priority will be placed on facilities primarily aimed at supporting vulnerable populations. A minimum funding level will be set in each jurisdiction to address infrastructure investment needs of the Indigenous population living off-reserve.

The allocation for this funding stream consists of a base amount of $25 million for each province and territory to ensure meaningful funding in smaller jurisdictions. The remainder will be allocated on a per capita basis, using 2016 Statistics Canada Census data.

The Community, Culture and Recreation Infrastructure stream allocation for British Columbia is $157,081,719.

Rural and Northern Communities Infrastructure Stream

The Rural and Northern Communities Infrastructure stream will support the unique and wide-ranging infrastructure priorities in small, rural and remote communities such as facilities that support food security, local roads, renewable energy and enhanced broadband connectivity. Projects eligible under the Public Transit, Green and Community, Culture and Recreation streams will also be eligible under the Rural and Northern Communities Infrastructure stream but only after the applicable funding from the other streams has been exhausted.

A community size threshold for funding under the Rural and Northern Communities Infrastructure stream will be determined as part of the dialogue leading to the signature of the integrated bilateral agreement, up to a maximum community size of 100,000 people.

The jurisdictional allocation of the $2-billion Rural and Northern Communities Infrastructure stream consists of a base amount of $75 million for provinces and $150 million for territories. The remainder is allocated on a per capita basis based on populations of communities under 30,000, using 2016 Statistics Canada Census data.

The Rural and Northern Communities Infrastructure stream allocation for British Columbia is $166,001,827.

Cost Sharing

Under the integrated bilateral agreements, Canada will invest:

- Up to 40% of municipal* and not-for-profit projects;
- Up to 50% of provincial* projects;
- Up to 75% of Indigenous partners' projects;
- Up to 25% of for-profit private sector projects (except in the Community, Culture and Recreation stream, where for-profit private sector proponents are not eligible).

Provinces will have to cost-share on municipal projects at a minimum of 33.33% of eligible costs.

* For public transit, Canada will provide up to 50% for rehabilitation projects and up to 40% for new public transit construction and expansion projects.

*For projects under the Rural and Northern Communities Infrastructure stream, Canada will invest up to 50% for provincial, municipal and not-for-profit projects.

Investing in Indigenous Communities

The Government of Canada is committed to renewing the relationship between Canada and Indigenous peoples based on the recognition of rights, respect, co-operation, partnership and advancing the outcomes of the Truth and Reconciliation Commission. This includes making infrastructure investments in Indigenous communities, which represent a significant opportunity to promote inclusive growth.

Under the integrated bilateral agreements that will be signed between the federal government and the provinces and territories, eligible Indigenous recipients include First Nations communities on-reserve, First Nations communities covered by modern treaty and/or self-government agreements, Inuit communities, Métis settlements as well as recognized Indigenous organizations (e.g. development corporations). Indigenous communities will be eligible for an increased federal contribution towards projects (up to 75%).

Outcomes-based Approach

The new outcomes-based approach will give provinces and territories, in consultation with municipalities, the flexibility to prioritize projects that meet their needs, while contributing to Government of Canada objectives. This could include innovative projects that may not have fit into eligible asset categories under previous programs.

As the integrated bilateral agreements will support a wide range of public infrastructure projects, the Government of Canada is expecting to achieve a number of outcomes across the four funding streams.

Horizontal Requirements

The new agreement will also encourage consideration of climate-related outcomes and community employment benefits. As such, a Climate Lens will be applied to these federal investments, and a Community Employment Benefits Reporting Framework will be applied for relevant programs under the Investing in Canada Plan. Both the Climate Lens and the Community Employment Benefits Reporting Framework will be developed in consultation with provinces, territories, municipalities and other stakeholders over the next few months and will be embedded in the integrated bilateral agreements once completed.

Planning and Reporting

Provinces and territories will be asked to provide a minimum three-year plan, developed in consultation with municipalities, which will form the basis for the delivery of funding in each jurisdiction. This plan will be updated on an annual basis and will become the primary tool for the planning, prioritization and approval of funding while ensuring that projects are aligned with common goals. With a clear vision of long-term needs, and more specifically, what can be achieved through our joint investments, we will be able to invest in infrastructure projects in the best way possible, benefiting Canadians for years to come. This integrated approach will combine long-term infrastructure planning, project submission for federal approval and project and program reporting.

We are committed to publicly report on the progress under this program in order to demonstrate how these investments are achieving measurable and concrete results for Canadians. Performance measures for infrastructure investments will be included in the agreements signed between the federal government and the provinces and territories. For key outcomes and results, this will include common definitions and negotiated targets. We will work collaboratively with provinces and territories to ensure that we have an effective way to measure and report on key outcomes and results over time. Information on the projects funded through the program, the Climate Lens, and the Community Employment Benefits Reporting Framework will be publicly reported on a website of the Government of Canada, in a way similar to the Public Transit Infrastructure Fund and the Clean Water and Wastewater Fund programs.

The Government of Canada acknowledges there will be requirements for provinces and territories related to planning and reporting. Consequently, funding will be available to help your government cover administrative costs and program delivery. A business case will be used to identify key administrative activities and provide rationale for the amount of administration funding requested.

Combined Investments

The Government of Canada is committed to accountability. To this end, provinces and territories will be required to attest that federal funding received under the integrated bilateral agreements does not displace their infrastructure spending on each of the asset classes funded through the four streams of the new program. Provincial and territorial governments will still have the flexibility to move infrastructure investments between projects within the same asset class as required to get the most benefit from our combined investments. Planned projects already identified in a provincial, territorial or municipal long-term infrastructure plan will be eligible for funding. Provinces will be asked to attest that investments in municipal assets in the public transit stream do not displace municipal spending in this asset class.

Infrastructure Canada

Ottawa, Canada
K1P 0B6

PROTECTED A

BRIEFING NOTE TO THE MINISTER

APPROVAL OF THE 2016–2017 DEPARTMENTAL RESULTS REPORT

(For Signature)

ISSUE

- Attached for your approval are the English and French versions of Infrastructure Canada's 2016–2017 Departmental Results Report (DRR) (Annex A). Your signature is required on two English and two French copies of the main report.
- Your signature on the 2016–2017 DRR and final submission was required by the Treasury Board Secretariat (TBS) by October 6, 2017. The TBS coordinates the tabling of the DRRs in the House, expected to be the week of October 30, 2017.
- For your information, the Supplementary Information Tables are also attached (Annex B). These documents are not tabled in Parliament, so are not part of the TBS package. However, these are made available on the website on the same day as the tabling of the DRRs in the House. Please note that the Horizontal Initiatives Supplementary Table is still being completed, and is expected to be submitted separately.

OVERVIEW

- The 2016–2017 DRR presents the Department's achievements on commitments made during the 2016–2017 fiscal year, as outlined in the 2016–2017 Report on Plans and Priorities (RPP). The RPP and the DPR are Part III of The Estimates.
- In the DRR, the Minister's message speaks to the accomplishments made under the Investing in Canada Plan, as outlined in Budget 2017.
- In 2016–2017, the Department delivered the initial phase of the Investing in Canada Plan by launching four new transfer payment programs, accelerating funding under existing programs, transferring funds from older programs and removing the P3 screen.
- The Department explored new approaches to infrastructure funding by working towards the creation of a new Canada Infrastructure Bank and the Smart Cities Challenge.
- The Department continued to oversee the Toronto Waterfront Revitalization Initiative, as well as two critical projects that will improve key trade corridors for Canada: the New Champlain Bridge in Montréal and the new Gordie Howe International Bridge between Windsor and Detroit.
- The Department made progress towards a results culture by collaborating with federal partners to develop a horizontal reporting framework for the Investing in Canada Plan, and started a research initiative to track, collect, use and share data on Canadian infrastructure.

Canada

CONSIDERATIONS

- The following items from the 2016–2017 DRR may receive particular attention:

- In 2016–2017, the Department lapsed $2.14 billion in spending authorities. Of this amount, $1.3 billion was unspent contribution funding from Phase 1 programs). However, lapsed authorities are re-profiled to the future and the funding remains committed to the infrastructure programs. The re-profiling of funds is necessary, as projects are not completed on a yearly appropriated schedule and partners do not submit their claims in a given fiscal year as expected, which leads to federal funding not always flowing as planned.

- In 2016–2017, there were large variances for Program 1.3 Investments in National Infrastructure Priorities and Program 1.4 Large-Scale Infrastructure Investments. For these programs, as well as for Program 1.6 New Bridge for the St. Lawrence Corridor Project, after construction has started, a number of factors beyond the control of funding recipients can result in lower spending than anticipated. These factors range from lower-than-anticipated project costs, to project delays, as a result of inclement weather, and technical and other construction-related complexities. It is also important to note that federal funding does not actually flow to recipients until they have submitted their claims for actual costs incurred.

- Communications has reviewed the DRR for message, and Question Period cards and media lines will be prepared in advance of the tabling of the 2016–2017 DRR in the House of Commons, which will be scheduled in early November 2017 (date to be confirmed).

RECOMMENDATION

- It is recommended that you sign the English and French versions of Infrastructure Canada's 2016–2017 DRR by October 23, 2017, so that it can be tabled in the House, along with other government departments' reports, the week of October 30, 2017.

NEXT STEPS

- Once the English and French versions of the 2016–2017 DRR are approved, the Report will be delivered to the TBS, and is expected to be tabled in Parliament the week of October 30, 2017 (date to be confirmed).

Kelly Gillis
Deputy Minister
Infrastructure and Communities

OCT 2 3 2017
Date

___ I approve. ___ I do not approve. ___ For discussion.

Amarjeet Sohi, P.C., M.P.
Minister of Infrastructure and Communities

OCT 2 5 2017
Date

Attachments:

Annex A – The 2016–2017 Departmental Results Report
(two copies of French and English versions)
Annex B – The Supplementary Information Tables (French and English versions)

Rapport sur les résultats ministériels 2016-2017 – Tableaux de renseignements supplémentaires

Table des matières

Renseignements sur les programmes de paiements de transfert de 5 millions de dollars ou plus

Infrastructure Canada administre les programmes de paiements de transfert suivants[1] :

- Contributions aux termes du Fonds canadien sur l'infrastructure stratégique (FCIS)
- Contributions aux termes du Fonds sur l'infrastructure frontalière (FIF)
- Paiements de transfert aux termes du Fonds de la taxe sur l'essence (FTE)
- Paiements de transfert aux termes du Financement de base pour les provinces et les territoires (Financement de base pour les PT)
- Contributions aux termes du volet Collectivités du Fonds Chantiers Canada (VC-FCC)
- Contributions en vertu du volet Grandes infrastructures du Fonds Chantiers Canada (VGI-FCC)
- Contributions aux termes du Fonds pour l'infrastructure verte (FIV)
- Contributions aux termes du Programme pour la route entre Inuvik et Tuktoyaktuk
- Contributions aux termes des projets nationaux et régionaux du volet Infrastructures provinciales-territoriales (PNR-VIPT) du Nouveau Fonds Chantiers Canada
- Contributions aux termes du Fonds des petites collectivités du volet Infrastructures provinciales-territoriales (FPC–VIPT) du Nouveau Fonds Chantiers Canada
- Contributions aux termes du volet Infrastructures nationales du Nouveau Fonds Chantiers Canada (VIN-NFCC)
- Fonds pour l'infrastructure de transport en commun (FITC)
- Fonds pour l'eau potable et le traitement des eaux usées (FEPTEU)
- Fonds de gestion des actifs (FGA)
- Fonds Renforcement de la capacité pour les défis liés aux changements climatiques

[1] Les attributions pour les programmes de paiements de transfert comprennent les contributions, mais pas les frais de fonctionnement et d'entretien.

Fonds canadien sur l'infrastructure stratégique (FCIS)

Nom du Programme de paiements de transfert	Fonds canadien sur l'infrastructure stratégique (Les paiements aux termes de ce programme sont votés.)
Date de début	2003-2004
Date de fin	2019-2020[2]
Exercice de mise en application des modalités	2011-2012[3]
Résultat stratégique	Des infrastructures publiques pour un Canada plus prospère
Lien avec l'architecture d'alignement des programmes du Ministère	Programme 1.4 : Investissements dans les infrastructures de grande envergure
Description	Ce programme finance les projets qui visent à soutenir la croissance économique et à améliorer la qualité de vie des Canadiens. Les investissements sont réalisés en collaboration avec les provinces, les territoires, les municipalités et le secteur privé et ils contribuent à la construction, au renouvellement ou à l'amélioration de l'infrastructure publique. Le Fonds canadien sur l'infrastructure stratégique génère par effet de levier des contributions supplémentaires d'autres partenaires, lesquelles financent jusqu'à 50 % du coût des projets admissibles[4].
Résultats atteints	Depuis la mise sur pied du programme en 2003-2004, 91 projets qui totalisent une contribution fédérale de 4,6 milliards de dollars et une valeur totale de 12,4 milliards de dollars ont été approuvés. La collaboration avec des partenaires d'exécution fédéraux et des intervenants soutient efficacement la prestation du programme. Plus de 80 % des projets sont terminés. Les grandes catégories d'investissement admissibles dans le cadre du FCIS sont les suivantes : Infrastructure des autoroutes et des grandes routes grâce à un investissement fédéral totalisant plus de 1,7 milliard de dollars, et Infrastructure du transport en commun grâce à un investissement fédéral totalisant près de 1,5 milliard de dollars. En 2016-2017, le Ministère a continué de surveiller et d'exécuter le programme en collaboration avec des partenaires provinciaux et territoriaux et Transports Canada. Infrastructure Canada a amplement atteint ses objectifs aux termes du programme et a l'intention de continuer de surveiller les projets en cours et de faire preuve de diligence raisonnable à cet égard afin d'en assurer l'achèvement dans le cadre des activités de clôture du programme.

[2] Le profil de financement accordé aux termes du Fonds canadien sur l'infrastructure stratégique a été prolongé jusqu'en 2019-2020 pour certains projets.

[3] Dernier exercice au cours duquel les modalités ont été approuvées, maintenues ou modifiées par le Conseil du Trésor ou le ministre.

[4] Du montant de 4,3 milliards de dollars attribué initialement au FCIS, une somme de 50 millions de dollars a été transférée à l'Agence Parcs Canada afin de soutenir un projet d'infrastructure hautement prioritaire. Ces fonds ont été réaffectés au Budget des dépenses avant 2015-2016. De plus, un montant de 12,8 millions de dollars a également été aboli de l'enveloppe de financement du FCIS au moyen de divers exercices de réduction et de réaffectation à l'échelle fédérale avant la tenue de l'examen stratégique de 2010.

Commentaires sur les écarts	Les dépenses réelles en 2016-2017 sont inférieures aux prévisions initiales, puisque les projets du FCIS sont complexes et de grande envergure, ce qui fait en sorte que de nombreuses inconnues peuvent se poser pendant l'exercice. Par exemple, des retards dans la réalisation de projets, qui peuvent être attribuables aux intempéries, aux difficultés techniques et à d'autres types de complications causant des retards de construction, peuvent expliquer les écarts des dépenses réelles par rapport aux prévisions initiales. Il est également à noter que le montant réel des contributions fédérales versées affiche un retard par rapport au rythme réel de la construction, puisque les dépenses des bénéficiaires sont remboursées seulement lorsque leurs demandes de remboursement ont été soumises. Le FCIS a été prolongé en 2011-2012 afin de permettre aux bénéficiaires qui ont subi des retards de construction de toucher le solde de leur contribution fédérale pour achever leur projet comme prévu.
Vérifications achevées ou prévues	Une vérification interne du FCIS a été effectuée en mars 2013.
Évaluations achevées ou prévues	Une évaluation conjointe du FCIS et du Fonds pour l'infrastructure frontalière a été effectuée en juillet 2014. Une évaluation des répercussions des programmes ministériels, y compris du FCIS, sur les grandes villes canadiennes devrait être effectuée en 2019-2020.
Mobilisation des demandeurs et des bénéficiaires	Tout le financement disponible pour les projets aux termes de ce programme a été utilisé. Le Ministère continue de travailler avec les bénéficiaires pour assurer la distribution des fonds, y compris les paiements finaux, et la clôture des projets.

Renseignements sur le rendement (en dollars)

Type de paiement de transfert	Dépenses réelles 2014-2015	Dépenses réelles 2015-2016	Dépenses prévues 2016-2017	Autorisations totales pouvant être utilisées 2016-2017	Dépenses réelles (autorisations utilisées) 2016-2017	Écart (dépenses réelles en 2016-2017 moins dépenses prévues en 2016-2017)
Total des subventions						
Total des contributions	233 373 467	141 733 441	87 156 234	87 156 234	54 045 215	(33 111 019)
Total des autres types de paiements de transfert						
Total du programme	**233 373 467**	**141 733 441**	**87 156 234**	**87 156 234**	**54 045 215**	**(33 111 019)**

Fonds sur l'infrastructure frontalière (FIF)

Nom du programme de paiements de transfert	Fonds sur l'infrastructure frontalière (Les paiements aux termes de ce programme sont votés.)
Date de début	2003-2004
Date de fin	2019-2020[5]
Exercice de mise en application des modalités	2011-2012[6]
Résultat stratégique	Des infrastructures publiques pour un Canada plus prospère
Lien avec l'architecture d'alignement des programmes du Ministère	Programme 1.3 : Investissements dans les priorités liées aux infrastructures nationales
Description	Ce programme sert à financer les investissements dans les infrastructures matérielles, les infrastructures des réseaux de transport ainsi que l'amélioration de la capacité d'analyse aux plus importants postes frontaliers terrestres entre le Canada et les États-Unis de même qu'à plusieurs autres points d'entrée au Canada. Annoncé dans le budget de 2001, le Fonds octroie un financement fédéral pouvant atteindre 50 % des coûts des projets admissibles dans les postes frontaliers canadiens. Transports Canada est le partenaire d'exécution fédéral pour ce programme.
Résultats atteints	Depuis la mise sur pied du programme en 2003-2004, 12 projets qui totalisent une contribution fédérale de 591 millions de dollars et une valeur totale de 1,35 milliard de dollars ont été approuvés. Quatre projets totalisant une contribution fédérale de 273 millions de dollars et une valeur totale de 711 millions de dollars sont encore en cours. En 2016-2017, le Ministère a continué de surveiller et d'exécuter le programme en collaboration avec Transports Canada. Infrastructure Canada a amplement atteint ses objectifs de contribuer à une infrastructure publique rentable et de qualité à l'appui d'une économie concurrentielle en investissant dans les infrastructures matérielles et les infrastructures des réseaux de transport intelligents afin de réduire les engorgements frontaliers et d'accroître ou d'améliorer la capacité du réseau aux frontières. Infrastructure Canada a l'intention de continuer à collaborer avec Transports Canada afin de surveiller les projets en cours et de faire preuve de diligence raisonnable à cet égard pour en assurer leur achèvement dans le cadre des activités de clôture du programme.
Commentaires sur les écarts	Les projets de transport financés en vertu du FIF sont des projets complexes de grande envergure, ce qui accroît le risque de retards imprévus lors de leur mise en œuvre, tout comme c'était le cas les années précédentes. Certains projets ont été retardés pour diverses raisons, y compris des problèmes techniques et d'autres problèmes liés à la complexité de la construction. Ces facteurs ont provoqué un décalage dans le versement des contributions fédérales

[5] Le profil de financement accordé aux termes du Fonds sur l'infrastructure frontalière a été prolongé jusqu'en 2019-2020 pour certains projets.

[6] Dernier exercice au cours duquel les modalités ont été approuvées, maintenues ou modifiées par le Conseil du Trésor ou le ministre.

	puisque les dépenses engagées des bénéficiaires sont remboursées seulement lorsque leurs demandes de remboursement ont été soumises.
Vérifications achevées ou prévues	Aucune vérification interne n'a été effectuée pour ce programme.
Évaluations achevées ou prévues	Une évaluation conjointe du FCIS et du FIF a été effectuée en juillet 2014.
Mobilisation des demandeurs et des bénéficiaires	Tout le financement disponible pour les projets aux termes de ce programme a été utilisé. Le Ministère continue de travailler avec les bénéficiaires pour assurer la distribution des fonds, y compris les paiements finaux, et la clôture des projets.

Renseignements sur le rendement (en dollars)

Type de paiement de transfert	Dépenses réelles 2014-2015	Dépenses réelles 2015-2016	Dépenses prévues 2016-2017	Autorisations totales pouvant être utilisées 2016-2017	Dépenses réelles (autorisations utilisées) 2016-2017	Écart (dépenses réelles en 2016-2017 moins dépenses prévues en 2016-2017)
Total des subventions						
Total des contributions	20 863 226	17 699 761	1 885 793	0	0	(1 885 793)
Total des autres types de paiements de transfert						
Total du programme	**20 863 226**	**17 699 761**	**1 885 793**	**0**[7]	**0**	**(1 885 793)**

[7] En 2016-2017, il n'y avait aucune autorisation totale pouvant être utilisée ni aucune dépense réelle pour ce programme. Les dépenses prévues n'étaient pas nécessaires en 2016-2017 et ont été reportées pour les années ultérieures. Certains projets sont encore en cours dans le cadre de ce programme.

Fonds de la taxe sur l'essence (FTE)

Nom du programme de paiements de transfert	Fonds de la taxe sur l'essence (Les paiements aux termes de ce programme sont votés.)
Date de début	2005-2006
Date de fin	Fonds permanent[8]
Exercice de mise en application des modalités	2013-2014[9]
Résultat stratégique	Des infrastructures publiques pour un Canada plus prospère
Lien avec l'architecture d'alignement des programmes du Ministère	Programme 1.2 : Financement permanent et souple pour les infrastructures
Description	Ce programme vise à fournir aux municipalités un financement à long terme prévisible en vue de faciliter la construction et la remise en état des infrastructures publiques de base. Le gouvernement fédéral a conclu des ententes aux termes du Fonds de la taxe sur l'essence avec les provinces, les territoires, l'Association des municipalités de l'Ontario, l'Union of British Columbia Municipalities et la Ville de Toronto, qui étaient en vigueur de 2005-2006 à 2013-2014. De plus, toutes les ententes aux termes du Fonds de la taxe sur l'essence ont été renouvelées et signées au titre du Fonds de la taxe sur l'essence permanent depuis 2014-2015. Les ententes et les lettres de financement établissent un cadre de responsabilisation permettant au gouvernement fédéral de verser deux fois l'an de l'argent provenant du Fonds de la taxe sur l'essence aux signataires qui, à leur tour, allouent des fonds aux bénéficiaires municipaux selon une formule de répartition convenue à l'avance. Les municipalités sélectionnent les projets à mettre en œuvre en priorité dans les différentes catégories d'investissement établies. En plus de soutenir les objectifs environnementaux, le Fonds de la taxe sur l'essence permanent soutient l'augmentation de la productivité, la croissance économique ainsi que des villes et des collectivités fortes au moyen d'une liste élargie de catégories d'investissement admissibles. Les municipalités peuvent mettre en commun ce financement, le mettre en banque ou s'en servir comme garantie contre un emprunt, ce qui leur donne une souplesse financière supplémentaire importante. Les bénéficiaires admissibles sont tenus de présenter un rapport annuel qui rend compte de leur utilisation des fonds et montre qu'ils respectent les modalités de leur entente aux termes du Fonds de la taxe sur l'essence. Le Fonds de la taxe sur l'essence renouvelé est maintenant indexé à raison de 2 % par année et laissera aux municipalités une plus grande marge de manœuvre pour investir les fonds fédéraux dans un plus large éventail de catégories d'investissement.
Résultats atteints	En 2016-2017, environ 2,1 milliards de dollars ont été versés aux municipalités canadiennes grâce au Fonds de la taxe sur l'essence.

[8] Une sanction royale, accordée le 15 décembre 2011, permet l'adoption d'une loi prévoyant le financement permanent du Fonds de la taxe sur l'essence.

[9] Dernier exercice au cours duquel les modalités ont été approuvées, maintenues ou modifiées par le Conseil du Trésor ou le ministre.

	Cette somme inclut un transfert d'environ 30 millions de dollars de programmes d'infrastructure fédéraux antérieurs conformément au budget de 2016. Les catégories de projets qui étaient plus couramment financées étaient les routes locales, l'eau potable et les eaux usées[10]. Pour donner suite au rapport du commissaire à l'environnement et au développement durable publié au printemps 2016, Infrastructure Canada fournit aux signataires du Fonds de la taxe sur l'essence des lignes directrices mises à jour relatives à la production de rapports sur les résultats, et a tenu avec succès un atelier intergouvernemental sur le Fonds de la taxe sur l'essence qui était axé sur la production de rapports sur les résultats et les pratiques exemplaires en gestion des immobilisations. Le premier rapport sur les résultats est attendu en 2016.
Commentaires sur les écarts	Le Fonds de la taxe sur l'essence est une source de financement fédéral prévisible pour les municipalités; par conséquent, Infrastructure Canada et ses partenaires travaillent ensemble pour s'assurer que les versements sont effectués à la date prévue. Des lettres de financement émises aux signataires dépendent de la présentation et de l'acceptation d'un rapport annuel (tableau des rapports financiers et liste des projets), ainsi que d'une opinion de vérification indépendante ou d'une attestation basée sur une vérification. En l'absence des rapports dûment remplis, Infrastructure Canada peut retenir les lettres de financement des bénéficiaires jusqu'à ce que des rapports complets aient été acceptés. En 2016-2017, toutes les administrations ont reçu leur paiement pour une somme totale de 2,07 milliards de dollars. En outre, elles ont reçu un financement supplémentaire d'environ 30 millions de dollars à la suite d'un transfert de fonds non engagés provenant de programmes d'infrastructure fédéraux antérieurs conformément au budget de 2016.
Vérifications achevées ou prévues	Aucune vérification interne n'a été effectuée pour ce programme.
Évaluations achevées ou prévues	Une évaluation du Fonds de la taxe sur l'essence a été effectuée en août 2015. Des évaluations des répercussions du financement dans les infrastructures des petites collectivités et des grandes villes canadiennes prendront en considération le Fonds de la taxe sur l'essence (qui devraient être effectuées en 2019-2020). La prochaine évaluation du Fonds de la taxe sur l'essence devrait être effectuée en 2020-2021.
Mobilisation des demandeurs et des bénéficiaires	Infrastructure Canada a tenu un atelier sur le Fonds de la taxe sur l'essence au début 2017 auprès de ses homologues provinciaux, territoriaux et municipaux afin d'appuyer les objectifs du programme qui consistent à améliorer la collaboration continue avec ses partenaires grâce à l'échange de renseignements et à la tenue de discussions sur divers aspects des ententes.

[10] Ces résultats sont tirés de l'exercice 2015-2016 puisque la liste de projets financés en 2016-2017 n'était pas encore disponible au moment de la publication.

Renseignements sur le rendement (en dollars)

Type de paiement de transfert	Dépenses réelles 2014-2015	Dépenses réelles 2015-2016	Dépenses prévues 2016-2017	Autorisations totales pouvant être utilisées 2016-2017	Dépenses réelles (autorisations utilisées) 2016-2017	Écart (dépenses réelles en 2016-2017 moins dépenses prévues en 2016-2017)
Total des subventions						
Total des contributions						
Total des autres types de paiements de transfert	1 973 269 432	1 973 269 432	2 071 932 904	2 102 088 261	2 102 088 261	30 155 357
Total du programme	**1 973 269 432**	**1 973 269 432**	**2 071 932 904**	**2 102 088 261**	**2 102 088 261** [11]	**30 155 357**

[11] Le financement accordé dans le cadre de ce programme représente généralement des dépenses législatives. Les dépenses réelles en 2016-2017 incluent également les dépenses votées, soit le transfert de fondés inutilisés de programmes antérieurs aux provinces et aux territoires dans le cadre du Fonds de la taxe sur l'essence. Cette manière de procéder permet de s'assurer que les fonds contribuent aux infrastructures municipales prioritaires à court terme.

Financement de base pour les infrastructures des provinces et des territoires (Financement de base pour les PT)

Nom du programme de paiements de transfert	Financement de base pour les infrastructures des provinces et des territoires (Les paiements aux termes de ce programme sont votés.)
Date de début	2007-2008
Date de fin	2018-2019[12]
Exercice de mise en application des modalités	2013-2014[13]
Résultat stratégique	Des infrastructures publiques pour un Canada plus prospère
Lien avec l'architecture d'alignement des programmes du Ministère	Programme 1.1 : Financement des priorités provinciales et territoriales
Description	Ce programme fournit à chaque province et territoire du financement de base pour les priorités en matière d'infrastructure. De plus, le financement versé au titre du Fonds Chantiers Canada aux trois territoires est administré par ce programme. Le Financement de base pour les infrastructures des provinces et des territoires a été conçu pour rétablir l'équilibre budgétaire tout en améliorant le système d'infrastructure publique du Canada. De plus, il favorise la croissance économique, la productivité, un environnement plus sain et le développement de collectivités prospères. Les paiements sont versés aux provinces et aux territoires, mais les bénéficiaires peuvent aussi être des administrations locales et régionales ou des organismes du secteur privé. Pour que le financement fédéral puisse être versé aux provinces et aux territoires, ceux-ci soumettent une liste des initiatives d'infrastructure dans le cadre d'un plan d'immobilisations, qui doit être accepté par le ministre de l'Infrastructure et des Collectivités. Les paiements sont effectués à l'avance et les dispositions relatives au partage des coûts s'appliquent à l'ensemble du plan d'immobilisations, et non aux initiatives individuelles. Les provinces et les territoires peuvent regrouper ces fonds, les déposer à la banque et les gérer sur une base de trésorerie pour profiter d'une souplesse financière accrue lors de la mise en œuvre.
Résultats atteints	À la suite de l'accroissement du Financement de base pour les infrastructures des provinces et des territoires, tous les fonds qui étaient disponibles aux termes du programme (2,3 milliards de dollars) ont été engagés le 31 mars 2014. Selon les paramètres du programme du Financement de base pour les infrastructures des provinces et des territoires, le gouvernement fédéral doit limiter sa contribution à 50 % du total des coûts admissibles du plan provincial d'immobilisations, qui dresse la liste des projets admissibles proposés. Dans les territoires, la contribution fédérale à un plan d'immobilisations peut s'élever à 75 % tout au plus. Des résultats réels démontrent que les provinces et les territoires ont

[12] Le profil de financement accordé aux termes du Financement de base pour les infrastructures des provinces et des territoires a été prolongé jusqu'en 2018-2019 pour quelques provinces et territoires.

[13] Dernier exercice au cours duquel les modalités ont été approuvées, maintenues ou modifiées par le Conseil du Trésor ou le ministre.

	contribué bien au-delà des exigences relatives au partage des coûts du programme. Infrastructure Canada continue à collaborer avec les gouvernements provinciaux et territoriaux pour garantir que les rapports annuels exigés sur les dépenses et les vérifications sont présentés, et le Ministère donne des directives à propos des problèmes qui pourraient survenir durant la vérification provinciale ou territoriale qui pourrait éventuellement retarder le dépôt de leur rapport et les paiements connexes. Au 31 mars 2017, cinq des 13 administrations avaient rempli leurs obligations en matière de production de rapports et avaient reçu leur paiement final en vertu du Financement de base pour les PT. Trois de ces administrations ont d'ailleurs terminé le programme. Les ententes de financement pour les autres administrations ont été prolongées afin de permettre la réalisation de toutes les initiatives et exigences relatives à la production de rapports, y compris le rapprochement des exigences en matière de partage des coûts avec les coûts finaux des initiatives. Ces ententes de financement prolongées devraient se conclure au cours des deux prochaines années.
Commentaires sur les écarts	Dans le cadre du Financement de base pour les PT, l'octroi de fonds aux provinces et aux territoires est conditionnel à la présentation de plans d'immobilisations ou de rapports sur les dépenses au gouvernement fédéral et à leur acceptation par celui-ci. Comme les rapports sont cumulatifs, tout retard de la présentation d'un rapport donné provoquera des retards dans les rapports subséquents et les paiements connexes. De plus, le rapport final sur les dépenses et la vérification doit démontrer que toutes les initiatives de l'administration visées par le Financement de base pour les PT ont été menées à bien. En raison de retards occasionnés dans la réalisation de quelques initiatives, cette exigence n'avait pas été remplie à la fin de 2016-2017 dans certains territoires et provinces, ce qui a donc retardé la présentation des rapports finaux et occasionné le report de fonds pour toutes les autres administrations. Comme il a été susmentionné, seulement cinq administrations ont rempli leurs obligations en matière de production de rapports et ont reçu leur paiement final; deux d'entre elles demandent toutefois que des modifications soient apportées au plan d'immobilisation afin de s'assurer que le partage des coûts fédéraux est rapproché avec les coûts finaux des initiatives avant la fermeture du programme.
Vérifications achevées ou prévues	Une vérification interne du Financement de base pour les PT a été effectuée en juin 2011.
Évaluations achevées ou prévues	Une évaluation du Financement de base pour les PT a été effectuée en 2012-2013. Des évaluations des répercussions du financement dans les infrastructures des petites collectivités et des grandes villes canadiennes prendront en considération le Financement de base pour les PT (qui devraient être effectuées en 2019-2020).
Mobilisation des demandeurs et des bénéficiaires	Le Ministère continue de travailler avec les administrations pour assurer la distribution des fonds, y compris les paiements finaux, aux termes du Financement de base pour les PT.

Renseignements sur le rendement (en dollars)

Type de paiement de transfert	Dépenses réelles 2014-2015	Dépenses réelles 2015-2016	Dépenses prévues 2016-2017	Autorisations totales pouvant être utilisées 2016-2017	Dépenses réelles (autorisations utilisées) 2016-2017	Écart (dépenses réelles en 2016-2017 moins dépenses prévues en 2016-2017)
Total des subventions						
Total des contributions						
Total des autres types de paiements de transfert	25 000 000	50 000 000	97 231 800	97 231 800	3 050 000	(94 181 800)
Total du programme	**25 000 000**	**50 000 000**	**97 231 800**	**97 231 800**	**3 050 000**[14]	**(94 181 800)**

[14] Les dépenses réelles en 2016-2017 dans le cadre de ce programme étaient inférieures aux dépenses prévues en 2016-2017, car le Ministère a reçu moins de réclamations pour des projets terminés que ce qui était prévu.

Volet Collectivités du Fonds Chantiers Canada (VC-FCC)

Nom du programme de paiements de transfert	Volet Collectivités du Fonds Chantiers Canada (Les paiements aux termes de ce programme sont votés.)
Date de début	2008-2009
Date de fin	2019-2020[15]
Exercice de mise en application des modalités	2013-2014[16]
Résultat stratégique	Des infrastructures publiques pour un Canada plus prospère
Lien avec l'architecture d'alignement des programmes du Ministère	Programme 1.5 : Investissements dans les infrastructures des petites collectivités et des régions rurales
Description	Ce programme vise à soutenir les besoins en matière d'infrastructure des petites collectivités de moins de 100 000 habitants. Les coûts des projets sont partagés avec les provinces, les territoires et les municipalités, et chaque ordre de gouvernement supporte généralement le tiers des coûts admissibles. Le volet soutient la construction, le renouvellement et l'amélioration des infrastructures de base, comme celles qui concernent l'approvisionnement en eau potable, le traitement des eaux usées, les routes locales et les autres infrastructures dont ont besoin les petites collectivités[17].
Résultats atteints	Dans la plupart des administrations, le délai d'approbation des projets du VC-FCC était le 31 mars 2014 et le délai d'exécution des travaux de construction le 31 mars 2016. Le délai a été prolongé jusqu'en 2020 pour la province du Québec. En 2016-2017, Infrastructure Canada et ses partenaires d'exécution fédéraux ont réalisé les progrès suivants : • 42 projets dotés d'une contribution fédérale de 47 millions de dollars, et d'une valeur totale de 150 millions de dollars ont été achevés; • 52 projets dotés d'une contribution fédérale de 98 millions de dollars, et d'une valeur totale de 272 millions de dollars, sont toujours en cours. En tout, 955 projets dotés d'une contribution fédérale de 1,03 milliard de dollars, et d'une valeur totale de 3,17 milliards de dollars ont été approuvés dans le cadre du programme depuis sa mise en œuvre en 2008-2009. Au 31 mars 2017, 903 projets étaient terminés, ce qui représente plus de 95 % des projets approuvés. Les grandes catégories admissibles à un investissement dans le cadre de ce programme sont : Infrastructure pour le traitement des eaux usées dont l'investissement fédéral totalise plus de 344 millions

[15] Le profil de financement accordé au titre du volet Collectivités du Fonds Chantiers Canada a été prolongé jusqu'en 2019-2020 pour certains projets.

[16] Dernier exercice au cours duquel les modalités ont été approuvées, maintenues ou modifiées par le Conseil du Trésor ou le ministre.

[17] À la suite de l'examen stratégique de 2010, Infrastructure Canada a économisé 5,4 millions de dollars en frais d'administration grâce à la mise en œuvre plus efficiente du VC-FCC. Ces fonds ont été débloqués pour d'autres priorités du gouvernement du Canada et le financement destiné aux projets d'infrastructure est demeuré inchangé.

	de dollars et Infrastructure pour l'approvisionnement en eau potable dont l'investissement fédéral totalise près de 263 millions de dollars. Le Ministère continue à collaborer avec ses partenaires d'exécution fédéraux et ses partenaires provinciaux pour surveiller l'état et la clôture éventuelle de tous les projets en suspens. Par conséquent, en vue de favoriser un processus de clôture des programmes efficace et en temps opportun, on se concentre davantage sur la surveillance de l'état des projets en cours dans le cadre du VC-FCC.
Commentaires sur les écarts	Les ententes sur le niveau de service conclues avec les partenaires d'exécution fédéraux ont pris fin le 31 mars 2016. Par conséquent, une attention particulière a été accordée à l'achèvement des projets et d'autres procédures de clôture du programme, y compris au rapprochement des dossiers financiers.
Vérifications achevées ou prévues	Aucune vérification interne n'a été effectuée pour ce programme.
Évaluations achevées ou prévues	Une évaluation du volet Collectivités du Fonds Chantiers Canada a été effectuée en août 2015. Une évaluation des répercussions du financement dans les infrastructures des petites collectivités, qui prendra en considération le volet Collectivités du Fonds Chantiers Canada, devrait être effectuée en 2019-2020.
Mobilisation des demandeurs et des bénéficiaires	Infrastructure Canada travaille avec des partenaires et des intervenants pour assurer l'achèvement en temps opportun des projets réalisés dans le cadre du volet Collectivités du Fonds Chantiers Canada.

Renseignements sur le rendement (en dollars)

Type de paiement de transfert	Dépenses réelles 2014-2015	Dépenses réelles 2015-2016	Dépenses prévues 2016-2017	Autorisations totales pouvant être utilisées 2016-2017	Dépenses réelles (autorisations utilisées) 2016-2017	Écart (dépenses réelles en 2016-2017 moins dépenses prévues en 2016-2017)
Total des subventions						
Total des contributions	76 338 704	69 630 098	72 213 242	51 663 552	42 626 711	(29 586 531)
Total des autres types de paiements de transfert						
Total du programme	**76 338 704**	**69 630 098**	**72 213 242**[18]	**51 663 552**	**42 626 711**	**(29 586 531)**

[18] Les dépenses prévues en 2016-2017 dans le cadre de ce programme étaient supérieures aux autorisations totales pouvant être utilisées en 2016-2017, car Infrastructure Canada a décidé d'inclure et de dépenser en 2016-2017 un financement supplémentaire.

Volet Grandes infrastructures du Fonds Chantiers Canada (VGI-FCC)

Nom du programme de paiements de transfert	Volet Grandes infrastructures du Fonds Chantiers Canada (Les paiements aux termes de ce programme sont votés.)
Date de début	2008-2009
Date de fin	2022-2023[19]
Exercice de mise en application des modalités	2013-2014[20]
Résultat stratégique	Des infrastructures publiques pour un Canada plus prospère
Lien avec l'architecture d'alignement des programmes du Ministère	Programme 1.4 : Investissements dans les infrastructures de grande envergure
Description	Ce programme vise des projets d'infrastructure stratégiques de grande envergure et d'importance nationale et régionale. Il accroît les investissements généraux dans l'infrastructure publique et contribue aux objectifs globaux du gouvernement fédéral visant la croissance économique, l'assainissement de l'environnement et la mise sur pied de collectivités fortes et prospères. Au moins deux tiers des fonds sont consacrés aux priorités nationales liées à l'eau, au traitement des eaux usées, aux transports publics, aux routes essentielles du réseau routier national et à l'énergie verte. Le volet Grandes infrastructures comporte 12 catégories d'investissements admissibles, et les projets prioritaires sont établis après avoir discuté avec les provinces. En fournissant un financement fédéral selon un partage des coûts, il permet d'obtenir des contributions supplémentaires d'autres partenaires afin d'accroître les investissements généraux dans l'infrastructure. Les projets doivent être appuyés par une analyse de rentabilisation et font l'objet d'un examen fédéral mené en fonction des critères clés du programme [21].
Résultats atteints	En 2016-2017, Infrastructure Canada et ses partenaires d'exécution fédéraux ont réalisé des progrès dans la mise en œuvre du VGI-FCC. Au total, 194 projets dotés d'une contribution fédérale de 6,2 milliards de dollars et d'une valeur totale de 18,3 milliards de dollars ont été approuvés dans le cadre de ce programme. Au 31 mars 2017, 124 projets étaient terminés. Par exemple, au cours de la période de référence, un événement visant à souligner l'achèvement des travaux de construction a été organisé pour le musée royal de l'Alberta, qui a reçu une contribution fédérale de 112 500 000 $. Le musée devrait ouvrir ses portes en mars 2018. Les grandes catégories admissibles à un investissement au titre de ce programme sont : Infrastructure pour le transport en commun, dont l'investissement fédéral totalise presque 2,62 milliards de dollars, et Infrastructure pour les routes locales, dont l'investissement fédéral totalise presque 928 millions de dollars.

[19] Le profil de financement accordé aux termes du VGI-FCC a été prolongé jusqu'en 2019-2020 pour certains projets.

[20] Dernier exercice au cours duquel les modalités ont été approuvées, maintenues ou modifiées par le Conseil du Trésor ou le ministre.

[21] À la suite de l'examen stratégique de 2010, Infrastructure Canada a économisé 4,9 millions de dollars en frais d'administration grâce à la mise en œuvre plus efficiente du VGI-FCC. Ces fonds ont été débloqués pour d'autres priorités du gouvernement du Canada et le financement destiné aux projets d'infrastructure est demeuré inchangé.

	Les politiques et les outils associés à l'exécution du programme ont été mis en œuvre afin d'améliorer la surveillance et la production de rapports sur l'avancement du VGI-FCC. La surveillance des dépenses et des prévisions a amélioré la prévision des dépenses aux termes du programme, qui pose des difficultés en raison de la vaste portée des investissements associés aux projets et des incertitudes relatives aux conditions de construction.
Commentaires sur les écarts	Ce programme offre un financement considérable pour des projets complexes de grande envergure. Habituellement, ces projets nécessitent d'importants efforts de planification préalable, de conception et d'approvisionnement. Ces processus peuvent survenir, en tout ou en partie, après l'annonce des engagements financiers. Conséquemment, il s'écoule bien souvent un certain temps entre l'annonce des projets et le début des travaux de construction. Même lorsque la construction est commencée, certains facteurs au-delà du contrôle des bénéficiaires peuvent entraîner des dépenses moins élevées que prévu qui, à leur tour, retardent le traitement des demandes qui sont présentées pour des montants réduits. Il est également à noter que les dépenses réelles affichent un retard par rapport au rythme réel de la construction, puisque les bénéficiaires sont remboursés seulement lorsque leurs demandes de remboursement sont soumises, même si les dépenses admissibles ont déjà été engagées.
Vérifications achevées ou prévues	Aucune vérification interne n'a été effectuée pour ce programme.
Évaluations achevées ou prévues	Une évaluation des répercussions des programmes ministériels sur les grandes villes canadiennes, qui prendra en considération le VGI-FCC, devrait être effectuée en 2019-2020.
Mobilisation des demandeurs et des bénéficiaires	Bien que la plupart des fonds aient été engagés, Infrastructure Canada a collaboré avec les provinces afin de cerner les priorités pour les fonds restants. Le Ministère a aussi continué de travailler avec les bénéficiaires pour assurer la distribution des fonds, y compris les paiements finaux, et la clôture des projets.

Renseignements sur le rendement (en dollars)

Type de paiement de transfert	Dépenses réelles 2014-2015	Dépenses réelles 2015-2016	Dépenses prévues 2016-2017	Autorisations totales pouvant être utilisées 2016-2017	Dépenses réelles (autorisations utilisées) 2016-2017	Écart (dépenses réelles en 2016-2017 moins dépenses prévues en 2016-2017)
Total des subventions						
Total des contributions	538 025 504	701 208 530	603 887 496	576 117 573	520 695 123	(83 192 373)
Total des autres types de paiements de transfert						

Total du programme	538 025 504	701 208 530	603 887 496[22]	576 117 573	520 695 123	(83 192 373)

[22] Les dépenses prévues en 2016-2017 dans le cadre de ce programme tiennent compte d'un financement qu'Infrastructure Canada a décidé de ne pas dépenser en 2016-2017.

Fonds pour l'infrastructure verte (FIV)

Nom du programme de paiements de transfert	Fonds pour l'infrastructure verte (Les paiements aux termes de ce programme sont votés.)
Date de début	2009-2010
Date de fin	2022-2023[23]
Exercice de mise en application des modalités	2013-2014[24]
Résultat stratégique	Des infrastructures publiques pour un Canada plus prospère
Lien avec l'architecture d'alignement des programmes du Ministère	Programme 1.3 : Investissements dans les priorités liées aux infrastructures nationales
Description	Ce programme prévoit l'affectation de fonds à des projets d'infrastructure verte qui favorisent l'assainissement de l'air, la réduction des émissions de gaz à effet de serre et la purification de l'eau. Les investissements ciblés dans l'infrastructure verte peuvent contribuer à améliorer la qualité de l'environnement et mener à une économie plus durable à long terme. Il existe cinq catégories d'investissements dans les infrastructures admissibles : traitement des eaux usées, production d'énergie verte, transport de l'énergie verte, traitement des déchets solides, transport et stockage du carbone. Le Fonds permet d'obtenir des investissements supplémentaires d'autres partenaires en fournissant un financement fédéral pouvant atteindre 50 % selon une formule de partage des coûts[25].
Résultats atteints	En 2016-2017, Infrastructure Canada a réalisé les progrès suivants dans la mise en œuvre du FIV : • lancement des travaux de construction dans le cadre de deux projets additionnels dotés d'une contribution fédérale de 96 millions de dollars; • poursuite des travaux dans le cadre de 15 projets dotés d'une contribution fédérale de 510 millions de dollars, et d'une valeur totale de 6 milliards de dollars. Depuis la mise sur pied du programme en 2008-2009, 20 projets dotés d'une contribution fédérale de 744 millions de dollars et dont la valeur totalise 2,43 milliards de dollars ont été financés au titre de ce programme. Trois projets sont déjà terminés. Les grandes catégories admissibles à un investissement au titre de ce programme sont : Infrastructure pour le traitement des eaux usées, dont l'investissement fédéral totalise 295 millions de dollars, et Infrastructure de

[23] Le profil de financement accordé aux termes du Fonds pour l'infrastructure verte a été prolongé jusqu'en 2022-2023 pour certains projets.

[24] Dernier exercice au cours duquel les modalités ont été approuvées, maintenues ou modifiées par le Conseil du Trésor ou le ministre.

[25] Sur le milliard de dollars initialement affecté au FIV, 169,98 millions de dollars ont été réaffectés à d'autres ministères fédéraux en vue de soutenir des initiatives hautement prioritaires. Ces ministères étaient Ressources naturelles Canada (100 millions de dollars pour le programme Investissements dans la transformation de l'industrie forestière), Agence de développement économique du Canada pour la région du Québec (30 millions de dollars pour l'Initiative ponctuelle de renforcement des économies forestières du Québec et 18,15 millions de dollars pour le gazoduc entre Vallée Jonction et Thetford Mines) ainsi qu'Affaires autochtones et Développement du Nord Canada (21,83 millions de dollars pour l'évaluation environnementale régionale de Beaufort). Ces fonds ont été réaffectés au Budget des dépenses avant 2015-2016.

	production d'énergie verte dont l'investissement fédéral totalise 270 millions de dollars. La mise en œuvre du FIV a été plus lente que celle des autres programmes. Cela est attribuable à la nature des projets financés aux termes de ce programme qui sont innovateurs et comptent souvent sur des technologies nouvellement développées. Infrastructure Canada a atteint ses objectifs aux termes du programme et continuera de superviser la mise en œuvre d'ententes propres aux projets mis en œuvre grâce au FIV, en s'assurant que les modalités sont respectées et que les demandes de remboursement sont traitées efficacement.
Commentaires sur les écarts	Ce programme offre un financement considérable pour des projets complexes de grande envergure. Habituellement, ces projets nécessitent d'importants efforts de planification, de conception et d'approvisionnement. Ces processus peuvent survenir, en tout ou en partie, après l'annonce des engagements financiers. Une fois que les ententes de contribution des projets sont signées avec les promoteurs, le gouvernement du Canada a l'obligation légale d'octroyer les fonds promis conformément aux clauses de ces ententes. Les dépenses réelles en 2016-2017 ont été supérieures aux prévisions en raison des progrès accomplis dans le cadre de certains projets. Par exemple, des paiements ont été versés pour un projet lié à l'énergie qui n'était pas prévu initialement dans le présent exercice.
Vérifications achevées ou prévues	Aucune vérification interne n'a été effectuée pour ce programme.
Évaluations achevées ou prévues	Une évaluation du Fonds pour l'infrastructure verte a été réalisée en juin 2016. Une évaluation des répercussions du financement dans les infrastructures des petites collectivités, qui prendra en considération le Fonds pour l'infrastructure verte, devrait être effectuée en 2019-2020.
Mobilisation des demandeurs et des bénéficiaires	Bien que la plupart des fonds aient été engagés, Infrastructure Canada a collaboré avec les provinces pour cerner les priorités pour les fonds restants. Le Ministère a aussi continué de travailler avec les bénéficiaires pour assurer la distribution des fonds, y compris les paiements finaux, et la clôture des projets.

Renseignements sur le rendement (en dollars)

Type de paiement de transfert	Dépenses réelles 2014-2015	Dépenses réelles 2015-2016	Dépenses prévues 2016-2017	Autorisations totales pouvant être utilisées 2016-2017	Dépenses réelles (autorisations utilisées) 2016-2017	Écart (dépenses réelles en 2016-2017 moins dépenses prévues en 2016-2017)
Total des subventions						
Total des contributions	36 863 072	11 378 170	19 311 935	85 738 101	44 958 101	25 646 166
Total des autres types de						

paiements de transfert						
Total du programme	**36 863 072**	**11 378 170**	**19 311 935**	**85 738 101**[26]	**44 958 101**	**25 646 166**

[26] Le gouvernement a augmenté les autorisations totales pouvant être utilisées en 2016-2017 aux termes du Fonds pour l'infrastructure verte en transférant des fonds supplémentaires provenant des Projets nationaux et régionaux du volet Infrastructures provinciales-territoriales du Nouveau Fonds Chantiers Canada afin de verser un financement complémentaire au projet de réseau de transmission sous-marin du détroit de Northumberland à l'Île-du-Prince-Édouard.

Programme de la route entre Inuvik et Tuktoyaktuk

Nom du programme de paiements de transfert	Programme de la route entre Inuvik et Tuktoyaktuk (Les paiements aux termes de ce programme sont votés.)
Date de début	2013-2014
Date de fin	2017-2018[27]
Exercice de mise en application des modalités	2013-2014[28]
Résultat stratégique	Des infrastructures publiques pour un Canada plus prospère
Lien avec l'architecture d'alignement des programmes du Ministère	Programme 1.3 : Investissements dans les priorités liées aux infrastructures nationales
Description	L'objectif du Programme pour la route entre Inuvik et Tuktoyaktuk consiste à bâtir une route quatre saisons de 137 kilomètres entre Inuvik et Tuktoyaktuk. Il faut notamment remettre en état une route d'accès de 19 kilomètres de façon à ce qu'elle respecte les normes régissant les autoroutes, construire une nouvelle levée de terrain, ainsi que des structures connexes, procéder à l'asphaltage et à des travaux supplémentaires pour remettre les terrains utilisés dans leur état original.
Résultats atteints	La route devrait être ouverte à la circulation en novembre 2017. À l'heure actuelle, 120 km de route (levée de terrain) ont été achevés ainsi que 8 ponts et 340 ponceaux. Plus de 74 % de la main-d'œuvre pour ce projet provenait de la région d'Inuvik ou d'autres collectivités des Territoires du Nord-Ouest. Grâce à ce projet, 185 personnes ont obtenu de la formation ou acquis de l'expérience dans divers domaines, tels que l'utilisation d'équipement lourd.
Commentaires sur les écarts	En raison du rendement positif des travaux et des progrès réalisés, des modifications ont été apportées aux modalités du Programme de la route entre Inuvik et Tuktoyaktuk, ce qui a permis à Infrastructure Canada de verser une somme supérieure à ce qui était prévu en 2016-2017.
Vérifications achevées ou prévues	Une vérification interne du cadre de contrôle pour la route entre Inuvik et Tuktoyaktuk a été effectuée en janvier 2015. Une vérification et une évaluation conjointes des répercussions de l'infrastructure dans le Nord, qui tiendront compte du Programme de la route entre Inuvik et Tuktoyaktuk, devraient être effectuées en 2018-2019.
Évaluations achevées ou prévues	Une vérification et une évaluation conjointes des répercussions de l'infrastructure dans le Nord, qui tiendront compte du Programme de la route entre Inuvik et Tuktoyaktuk, devraient être effectuées en 2018-2019.

[27] Le profil de financement accordé au titre du Programme de la route entre Inuvik et Tuktoyaktuk est fourni jusqu'en 2017-2018.

[28] Dernier exercice au cours duquel les modalités ont été approuvées, maintenues ou modifiées par le Conseil du Trésor ou le ministre.

Mobilisation des demandeurs et des bénéficiaires	Infrastructure Canada travaille avec des partenaires et des intervenants pour assurer l'achèvement en temps opportun du projet de la route entre Inuvik et Tuktoyaktuk.

Renseignements sur le rendement (en dollars)

Type de paiement de transfert	Dépenses réelles 2014-2015	Dépenses réelles 2015-2016	Dépenses prévues 2016-2017	Autorisations totales pouvant être utilisées 2016-2017	Dépenses réelles (autorisations utilisées) 2016-2017	Écart (dépenses réelles en 2016-2017 moins dépenses prévues en 2016-2017)
Total des subventions						
Total des contributions	79 275 000	51 375 000	14 250 000	57 000 000[29]	57 000 000	42 750 000
Total des autres types de paiements de transfert						
Total du programme	**79 275 000**	**51 375 000**	**14 250 000**	**57 000 000**	**57 000 000**	**42 750 000**

[29] Les autorisations totales pouvant être utilisées en 2016-2017 dans le cadre du Programme de la route entre Inuvik et Tuktoyaktuk ont été augmentées puisqu'un financement supplémentaire était nécessaire pour payer les dépenses plus élevées que prévu en 2016-2017.

Projets nationaux et régionaux du volet Infrastructures provinciales-territoriales (PNR-VIPT) du Nouveau Fonds Chantiers Canada

Nom du programme de paiements de transfert	Projets nationaux et régionaux du volet Infrastructures provinciales-territoriales (PNR-VIPT) du Nouveau Fonds Chantiers Canada (Les paiements aux termes de ce programme sont votés.)
Date de début	2014-2015
Date de fin	2023-2024
Exercice de mise en application des modalités	2016-2017[30]
Résultat stratégique	Des infrastructures publiques pour un Canada plus prospère
Lien avec l'architecture d'alignement des programmes du Ministère	Programme 1.4 : Investissements dans les infrastructures de grande envergure
Description	Ce programme permet de soutenir des projets d'infrastructure d'envergure nationale et régionale qui contribuent à la croissance économique, à l'assainissement de l'environnement et au renforcement des collectivités. Les PNR-VIPT constituent un programme de financement qui reconnaît et soutient le rôle important que jouent les provinces, les territoires et les municipalités dans la construction des infrastructures publiques du Canada.
Résultats atteints	En 2016-2017, Infrastructure Canada et ses partenaires ont réalisé des progrès dans la mise en œuvre des projets nationaux et régionaux du volet Infrastructures provinciales-territoriales : • 91 projets supplémentaires dotés d'une contribution fédérale de 3,45 milliards de dollars, et d'une valeur totale de 7,6 milliards de dollars. Depuis la mise en œuvre du programme en 2014-2015, 134 projets dotés d'une contribution fédérale de 4,24 milliards de dollars ont été financés. Deux d'entre eux sont déjà terminés. Les grandes catégories d'investissement admissibles dans le cadre de ce programme sont les suivantes : Infrastructure des autoroutes et des grandes routes dont l'investissement fédéral totalise presque 1,3 milliard de dollars, et Infrastructure pour le traitement des eaux usées dont l'investissement fédéral totalise presque 408 millions de dollars.
Commentaires sur les écarts	Ce programme offre un financement considérable pour des projets complexes de grande envergure. Habituellement, ces projets nécessitent d'importants efforts de planification préalable, de conception et d'approvisionnement. Ces processus peuvent survenir, en tout ou en partie, après l'annonce des engagements financiers. Conséquemment, il s'écoule bien souvent un certain temps entre l'annonce des projets et le début des travaux de construction. Même lorsque la construction est commencée, certains facteurs au-delà du contrôle des bénéficiaires peuvent entraîner des dépenses moins élevées que prévu. Il peut s'agir de retards dans la réalisation de

[30] Dernier exercice au cours duquel les modalités ont été approuvées, maintenues ou modifiées par le Conseil du Trésor ou le ministre.

	projets, qui peuvent être attribuables aux intempéries, aux difficultés techniques et à d'autres types de complications causant des retards de construction qui, à leur tour, retardent le traitement des demandes qui sont présentées pour des montants réduits. Il est également à noter que les dépenses réelles affichent un retard par rapport au rythme réel de la construction, puisque les bénéficiaires sont remboursés seulement lorsque leurs demandes de remboursement sont soumises, même si les dépenses admissibles ont déjà été engagées. Par ailleurs, les autorisations totales pouvant être utilisées en 2016-2017 du programme ont été augmentées, car du financement supplémentaire a été obtenu à partir du Budget supplémentaire des dépenses de 2016-2017 pour financer deux projets.
Vérifications achevées ou prévues	Une vérification interne du cadre de contrôle de gestion du Nouveau Fonds Chantiers Canada a été effectuée en octobre 2015. Une vérification interne du Nouveau Fonds Chantiers Canada devrait être effectuée en 2018-2019.
Évaluations achevées ou prévues	Une évaluation du Nouveau Fonds Chantiers Canada, y compris les PNR-VIPT, devrait être effectuée en 2017-2018. Une vérification et une évaluation conjointes des répercussions de l'infrastructure dans le Nord, qui tiendront compte des PNR-VIPT, devraient être effectuées en 2018-2019. Une évaluation des répercussions des programmes ministériels sur les grandes villes canadiennes, qui prendra en considération les PNR-VIPT, devrait être effectuée en 2019-2020.
Mobilisation des demandeurs et des bénéficiaires	Les provinces et les territoires sont responsables de définir et de faire valoir leurs projets prioritaires aux fins d'examen fédéral. Le site Web d'Infrastructure Canada invite les bénéficiaires admissibles souhaitant obtenir des fonds dans le cadre des PNR-VIPT à communiquer avec leur ministère provincial ou territorial responsable de l'infrastructure afin de connaître la marche à suivre pour présenter des propositions de projet. Infrastructure Canada collabore régulièrement avec les demandeurs et les bénéficiaires dans le cadre de la mise en œuvre du programme.

Renseignements sur le rendement (en dollars)

Type de paiement de transfert	Dépenses réelles 2014-2015	Dépenses réelles 2015-2016	Dépenses prévues 2016-2017	Autorisations totales pouvant être utilisées 2016-2017	Dépenses réelles (autorisations utilisées) 2016-2017	Écart (dépenses réelles en 2016-2017 moins dépenses prévues en 2016-2017)
Total des subventions						
Total des contributions	11 066 545	41 528 898	5 983 297	422 481 554	119 970 867	113 987 570
Total des autres types de						

paiements de transfert						
Total du programme	**11 066 545**	**41 528 898**	**5 983 297**	**422 481 554**[31]	**119 970 867**	**113 987 570**

[31] Le gouvernement a augmenté les autorisations totales pouvant être utilisées en 2016-2017 des Projets nationaux et régionaux du volet Infrastructures provinciales-territoriales du Nouveau Fonds Chantiers Canada, car du financement supplémentaire a été obtenu à partir du Budget supplémentaire des dépenses de 2016-2017 pour financer deux projets figurant dans le Plan investir dans le Canada.

Fonds des petites collectivités du volet Infrastructures provinciales-territoriales (FPC-VIPT) du Nouveau Fonds Chantiers Canada

Nom du programme de paiements de transfert	Fonds des petites collectivités du volet Infrastructures provinciales-territoriales (FPC–VIPT) du Nouveau Fonds Chantiers Canada (Les paiements aux termes de ce programme sont votés.)
Date de début	2014-2015
Date de fin	2023-2024
Exercice de mise en application des modalités	2016-2017[32]
Résultat stratégique	Des infrastructures publiques pour un Canada plus prospère
Lien avec l'architecture d'alignement des programmes du Ministère	Programme 1.5 : Investissements dans les infrastructures des petites collectivités et des régions rurales
Description	Le FPC-VIPT représente 10 % de l'enveloppe de financement totale du volet Infrastructures provinciales-territoriales et met 964 240 000 $ à la disposition des provinces et des territoires pour leurs infrastructures locales. Ce sous-programme contribue au financement des projets d'infrastructure dans les petites collectivités dont la population est inférieure ou égale à 100 000 personnes. Infrastructure Canada conclut des ententes de financement avec les provinces et les territoires pour la mise en œuvre du FPC–VIPT. En retour, les provinces et les territoires doivent gérer le processus de sélection des projets dans le respect des exigences du programme FPC. Le FPC-VIPT vise à exploiter les ressources et les processus dont disposent les provinces et territoires pour gérer des projets locaux, tout en garantissant une reddition de comptes des autorités fédérales et une supervision de l'enveloppement de financement.
Résultats atteints	En 2016-2017, Infrastructure Canada et ses partenaires ont réalisé des progrès dans la mise en œuvre du Fonds des petites collectivités du volet Infrastructures provinciales-territoriales : • réalisation de 56 projets dotés d'une contribution fédérale de 25 millions de dollars, et d'une valeur totale de 66 millions de dollars; • lancement des travaux de construction dans 172 projets additionnels dotés d'une contribution fédérale de 189 millions de dollars, et d'une valeur totale de 536 millions de dollars; • poursuite des travaux dans le cadre de 484 projets dotés d'une contribution fédérale de 1,01 milliard de dollars, et d'une valeur totale de 2,64 milliards de dollars. Depuis la mise en œuvre du programme en 2014-2015, 548 projets dotés d'une contribution fédérale de 1,03 milliard de dollars et d'une valeur totale de 2,7 milliards de dollars ont été approuvés. Au total,

[32] Dernier exercice au cours duquel les modalités ont été approuvées, maintenues ou modifiées par le Conseil du Trésor ou le ministre.

	64 projets sont déjà terminés, ce qui représente 12 % des projets approuvés. Les grandes catégories d'investissement admissibles dans le cadre de ce programme sont les suivantes : Infrastructure pour le traitement des eaux usées grâce à un investissement fédéral totalisant près de 213 millions de dollars et Infrastructure pour les autoroutes et les routes grâce à un investissement fédéral totalisant près de 195 millions de dollars.
Commentaires sur les écarts	Les provinces et les territoires ont été informés qu'ils doivent accorder la priorité au financement obtenu aux termes du FPC–VIPT pour les projets admissibles d'ici le 31 mars 2018 et que tous les fonds pour lesquels un ordre de priorité n'aura pas officiellement été établi d'ici cette date seront transférés au Fonds de la taxe sur l'essence afin d'être utilisés dans la province ou le territoire respectif. En outre, une somme totale de 591 755 302 $ a été transférée des PNR-VIPT au FPC–VIPT, ce qui a accru la contribution fédérale totale versée pour ce programme.
Vérifications achevées ou prévues	Une vérification interne du cadre de contrôle de gestion du Nouveau Fonds Chantiers Canada a été effectuée en octobre 2015. Une vérification interne du Nouveau Fonds Chantiers Canada devrait être effectuée en 2018-2019.
Évaluations achevées ou prévues	Une évaluation du Nouveau Fonds Chantiers Canada, y compris le FPC–VIPT, devrait être effectuée en 2017-2018. Une vérification et une évaluation conjointes des répercussions de l'infrastructure dans le Nord, qui tiendront compte du FPC–VIPT, devraient être effectuées en 2018-2019. Une évaluation des répercussions du financement dans les infrastructures des petites collectivités, qui prendra en considération le FPC–VIPT, devrait être effectuée en 2019-2020.
Mobilisation des demandeurs et des bénéficiaires	Infrastructure Canada collabore avec les provinces et les territoires pour assurer l'approbation au moment opportun des projets. Les gouvernements provinciaux et territoriaux ont accepté les projets proposés lors de la consultation et de la mobilisation des municipalités afin de cerner les priorités.

Renseignements sur le rendement (en dollars)

Type de paiement de transfert	Dépenses réelles 2014-2015	Dépenses réelles 2015-2016	Dépenses prévues 2016-2017	Autorisations totales pouvant être utilisées 2016-2017	Dépenses réelles (autorisations utilisées) 2016-2017	Écart (dépenses réelles en 2016-2017 moins dépenses prévues en 2016-2017)
Total des subventions						

Total des contributions	0[33]	12 093 038	152 943 606	113 768 736	113 768 736	(39 174 870)
Total des autres types de paiements de transfert						
Total du programme	**0[33]**	**12 093 038**	**152 943 606**	**113 768 736**	**113 768 736**	**(39 174 870)**

[33] Comme il s'agissait de la première année du programme, aucune dépense n'a été effectuée en 2014-2015.

Volet Infrastructures nationales du Nouveau Fonds Chantiers Canada (VIN-NFCC)

Nom du programme de paiements de transfert	Volet Infrastructures nationales du Nouveau Fonds Chantiers Canada (VIN-NFCC) (Les paiements aux termes de ce programme sont votés.)
Date de début	2014-2015
Date de fin	2023-2024
Exercice de mise en application des modalités	2016-2017[34]
Résultat stratégique	Des infrastructures publiques pour un Canada plus prospère
Lien avec l'architecture d'alignement des programmes du Ministère	Programme 1.3 : Investissements dans les priorités liées aux infrastructures nationales
Description	Ce programme appuie les projets d'importance nationale, en particulier ceux qui ont de grands avantages pour la population et qui contribuent à la croissance économique et à la prospérité à long terme du Canada. Comme le VIN-NFCC est un programme affecté en fonction du mérite, il n'y a donc pas d'affectation provinciale ou territoriale prédéterminée.
Résultats atteints	En 2016-2017, Infrastructure Canada et ses partenaires ont réalisé les progrès suivants : • 6 projets dotés d'une contribution fédérale de 1,58 milliard de dollars, et d'une valeur presque totale de 4,69 milliards de dollars ont été approuvés. En général, les grandes catégories d'investissement admissibles dans le cadre de ce programme sont les suivantes : Infrastructure des autoroutes et des grandes routes dont l'investissement fédéral est légèrement supérieur à 1,5 milliard de dollars et Infrastructure maritime dont l'investissement fédéral totalise près de 112 millions de dollars.
Commentaires sur les écarts	Ce programme offre un financement considérable pour des projets complexes de grande envergure. Habituellement, ces projets nécessitent d'importants efforts de planification préalable et de conception. Ces processus peuvent survenir, en tout ou en partie, après l'annonce des engagements financiers. Conséquemment, il s'écoule bien souvent un certain temps entre l'annonce des projets et le début des travaux de construction. Les dépenses réelles en 2016-2017 étaient supérieures à ce qui était prévu en raison des progrès accomplis dans deux projets.
Vérifications achevées ou prévues	Une vérification interne du cadre de contrôle de gestion du Nouveau Fonds Chantiers Canada a été effectuée en octobre 2015. Une vérification interne du Nouveau Fonds Chantiers Canada devrait être effectuée en 2018-2019.

[34] Dernier exercice au cours duquel les modalités ont été approuvées, maintenues ou modifiées par le Conseil du Trésor ou le ministre.

Évaluations achevées ou prévues	Une évaluation du Nouveau Fonds Chantiers Canada, y compris du VIN-NFCC, devrait être effectuée en 2017-2018. Une vérification et une évaluation conjointes des répercussions de l'infrastructure dans le Nord, qui tiendront compte du VIN-NFCC, devraient être effectuées en 2018-2019.
Mobilisation des demandeurs et des bénéficiaires	Infrastructure Canada n'accepte plus d'autres demandes au titre du VIN-NFCC. Le gouvernement s'affaire à mobiliser les provinces, les territoires, les municipalités et les chefs autochtones ainsi que les investisseurs d'institutions mondiales et d'autres intervenants afin de bien équilibrer les programmes de financement des infrastructures pour répondre aux besoins des Canadiens et permettre à l'économie canadienne de se préparer pour l'avenir.

Renseignements sur le rendement (en dollars)

Type de paiement de transfert	Dépenses réelles 2014-2015	Dépenses réelles 2015-2016	Dépenses prévues 2016-2017	Autorisations totales pouvant être utilisées 2016-2017	Dépenses réelles (autorisations utilisées) 2016-2017	Écart (dépenses réelles en 2016-2017 moins dépenses prévues en 2016-2017)
Total des subventions						
Total des contributions	0	3 069 122	11 146 667	135 900 000	15 379 869	4 233 202
Total des autres types de paiements de transfert						
Total du programme	**0**[35]	**3 069 122**	**11 146 667**	**135 900 000**[36]	**15 379 869**	**4 233 202**

[35] Comme il s'agissait de la première année du programme, aucune dépense n'a été effectuée en 2014-2015.
[36] Les dépenses réelles en 2016-2017 sont supérieures aux dépenses prévues en 2016-2017, car le nombre de projets en cours dans le cadre de ce programme était plus élevé que prévu.

Fonds pour l'infrastructure de transport en commun (FITC)

Nom du programme de paiements de transfert	Fonds pour l'infrastructure de transport en commun (FITC)
Date de début	2016-2017
Date de fin	2019-2020
Exercice de mise en application des modalités	2016-2017[37]
Résultat stratégique	Des infrastructures publiques pour un Canada plus prospère
Lien avec l'architecture d'alignement des programmes du Ministère	Programme 1.3 : Investissements dans les priorités liées aux infrastructures nationales
Description	Ce programme fournit un financement à court terme de 3,4 milliards de dollars pour réduire les temps de déplacement, atténuer la pollution de l'air et renforcer les collectivités et la croissance économique. Infrastructure Canada conclut des ententes de contribution avec les provinces et les territoires pour la mise en œuvre du FITC. À leur tour, les provinces et les territoires concluent des ententes avec les bénéficiaires finaux pour gérer les projets. Comme il s'agit d'un programme à coûts partagés, le financement fédéral de toutes les sources peut s'élever à 50 % dans les provinces et à 75 % dans les territoires du total des coûts admissibles par projet. Tous les projets admissibles sont approuvés pour être financés aux termes du FITC par Infrastructure Canada et les provinces et territoires doivent produire un rapport d'étape au moins deux fois par année. Le FITC vise à exploiter le financement par l'entreprise des partenaires de projets pour accélérer les investissements dans le transport en commun tout en assurant le maintien des mécanismes de contrôle et de reddition de comptes du gouvernement fédéral en ce qui a trait au financement du programme.
Résultats atteints	Les provinces et les territoires concernés ont signé toutes les ententes de financement conclues avec ceux-ci aux termes du FITC. En 2016-2017, 855 projets dotés d'une contribution fédérale de 1,99 milliard de dollars, et d'une valeur totale de 3,99 milliards de dollars ont été approuvés aux termes du programme, ce qui représente 59 % du financement total du programme. En date du 31 mars 2017, les travaux de construction avaient été commencés pour 35 projets dotés d'une contribution fédérale de 162 millions de dollars, et d'une valeur totale de 323 millions de dollars.
Commentaires sur les écarts	Les ententes de financement conclues avec les provinces et les territoires ont été signées entre juin et septembre 2016. Aucune entente n'a été conclue avec le Nunavut puisqu'il ne possède aucun réseau de transport en commun. En outre, en date du 31 mars 2017,

[37] Dernier exercice au cours duquel les modalités ont été approuvées, maintenues ou modifiées par le Conseil du Trésor ou le ministre.

	les provinces et les territoires continuaient de présenter leur liste de projets afin de rendre compte de la répartition des ressources. Selon les modalités du programme du FITC, Infrastructure Canada rembourse les coûts admissibles engagés selon des limites de cumul et un partage des coûts prédéfinis après l'approbation du projet. Par conséquent, les dépenses réelles étaient inférieures aux autorisations totales pouvant être utilisées puisque peu de projets ont engagé des dépenses en 2016-2017.
Vérifications achevées ou prévues	La phase d'approbation de la vérification interne des FITC et FEPTEU a été entamée et approuvée en décembre 2016. La phase de gouvernance de la vérification interne des FITC et FEPTEU a été entreprise en 2016-2017, et l'approbation sera obtenue en 2017-2018. La phase des paiements et de la production de rapports de la vérification interne des FITC et FEPTEU devrait être terminée en 2017-2018. Une vérification interne du programme complet devrait être effectuée en 2019-2020.
Évaluations achevées ou prévues	Une évaluation conjointe du Fonds pour l'infrastructure de transport en commun et du Fonds pour l'eau potable et le traitement des eaux usées devrait être effectuée en 2021-2022.
Mobilisation des demandeurs et des bénéficiaires	Les gouvernements provinciaux et territoriaux acceptent les projets proposés lors de la consultation et de la mobilisation des municipalités afin de cerner les priorités. À l'heure actuelle, Infrastructure Canada a reçu des listes de projets de toutes les administrations et continue de collaborer avec chacune d'entre elles afin de procéder à l'affection de tous les fonds du FITC.

Renseignements sur le rendement (en dollars)

Type de paiement de transfert	Dépenses réelles 2014-2015	Dépenses réelles 2015-2016	Dépenses prévues 2016-2017	Autorisations totales pouvant être utilisées 2016-2017	Dépenses réelles (autorisations utilisées) 2016-2017	Écart (dépenses réelles en 2016-2017 moins dépenses prévues en 2016-2017)
Total des subventions						
Total des contributions	0	0	0	844 414 816	37 169 257	37 169 257
Total des autres types de paiements de transfert						
Total du programme	**0**[38]	**0**[38]	**0**[38]	**844 414 816**[36]	**37 169 257**	**37 169 257**

[38] Comme le programme a été approuvé en avril 2016, les catégories « dépenses réelles » en 2014-2015 et 2015-2016 et « dépenses prévues » en 2016-2017 n'ont pas été incluses dans le rapport sur les plans et priorités 2016-2017. Le financement

Fonds pour l'eau potable et le traitement des eaux usées (FEPTEU)

Nom du programme de paiements de transfert	Fonds pour l'eau potable et le traitement des eaux usées (FEPTEU)
Date de début	2016-2017
Date de fin	2019-2020
Exercice de mise en application des modalités	2016-2017[39]
Résultat stratégique	Des infrastructures publiques pour un Canada plus prospère
Lien avec l'architecture d'alignement des programmes du Ministère	Programme 1.3 : Investissements dans les priorités liées aux infrastructures nationales
Description	Ce programme vise à fournir un financement à court terme de 2 milliards de dollars pour fournir aux collectivités des systèmes d'eau potable et d'eau pluviale plus fiables afin que l'eau potable et des effluents respectent les normes légales. Infrastructure Canada conclut des ententes de contribution avec les provinces et les territoires pour la mise en œuvre du FEPTEU. À leur tour, les provinces et les territoires concluent des ententes avec les bénéficiaires finaux pour gérer les projets. Comme il s'agit d'un programme à coûts partagés, le financement fédéral de toutes les sources peut s'élever à 50 % dans les provinces et à 75 % dans les territoires du total des coûts admissibles par projet. Tous les projets admissibles sont approuvés pour être financés aux termes du FEPTEU par Infrastructure Canada et les provinces et territoires doivent produire un rapport d'étape au moins deux fois par année. Le FEPTEU vise à tirer parti, par effet de levier, du financement par l'entremise des partenaires de projets pour accélérer les investissements dans des projets essentiels d'eau, de traitement d'eaux usées et d'eaux pluviales, tout en assurant le maintien des mécanismes de contrôle et de reddition de comptes du gouvernement fédéral en ce qui a trait au financement du programme.
Résultats atteints	Les provinces et les territoires concernés ont signé toutes les ententes de financement conclues avec ceux-ci aux termes du FEPTEU. En 2016-2017, 909 projets dotés d'une contribution fédérale de 1,26 milliard de dollars, et d'une valeur totale de 2,45 milliards de dollars ont été approuvés aux termes du programme, ce qui représente 64 % du financement total du programme. En date du 31 mars 2017, les travaux de construction avaient été commencés pour 22 projets dotés d'une contribution fédérale de 24 millions de dollars, et d'une valeur totale de 48 millions de dollars. Deux d'entre eux ont été terminés à l'automne 2016.
Commentaires sur les écarts	Les ententes de financement conclues avec les provinces et les territoires ont été signées entre juin et septembre 2016. En outre, en date du 31 mars 2017, les provinces et les territoires continuaient de présenter leur liste de projets afin de rendre compte de la répartition des ressources.

2016-2017 de ce programme a été obtenu aux termes du Budget supplémentaire des dépenses 2016-2017 dans le cadre de la phase 1 du Plan investir dans le Canada.

[39] Dernier exercice au cours duquel les modalités ont été approuvées, maintenues ou modifiées par le Conseil du Trésor ou le ministre.

	Selon les modalités du programme du FEPTEU, Infrastructure Canada rembourse les coûts admissibles engagés selon des limites de cumul et un partage des coûts prédéfinis après l'approbation du projet. Par conséquent, les dépenses réelles étaient inférieures aux autorisations totales pouvant être utilisées puisque peu de projets ont engagé des dépenses en 2016-2017.
Vérifications achevées ou prévues	La phase d'approbation de la vérification interne des FITC et FEPTEU a été entamée et approuvée en décembre 2016. La phase de gouvernance de la vérification interne des FITC et FEPTEU a été entreprise en 2016-2017, et l'approbation sera obtenue en 2017-2018. La phase des paiements et de la production de rapports de la vérification interne des FITC et FEPTEU devrait être terminée en 2017-2018. Une vérification interne du programme complet devrait être effectuée en 2019-2020.
Évaluations achevées ou prévues	Une évaluation conjointe du Fonds pour l'infrastructure de transport en commun et du Fonds pour l'eau potable et le traitement des eaux usées devrait être effectuée en 2021-2022.
Mobilisation des demandeurs et des bénéficiaires	Les gouvernements provinciaux et territoriaux acceptent les projets lors de la consultation et de la mobilisation des municipalités afin de cerner les priorités. À l'heure actuelle, Infrastructure Canada a reçu des listes de projets de toutes les administrations et continue de collaborer avec chacune d'entre elles afin de procéder à l'affection de tous les fonds du FEPTEU.

Renseignements sur le rendement (en dollars)

Type de paiement de transfert	Dépenses réelles 2014-2015	Dépenses réelles 2015-2016	Dépenses prévues 2016-2017	Autorisations totales pouvant être utilisées 2016-2017	Dépenses réelles (autorisations utilisées) 2016-2017	Écart (dépenses réelles en 2016-2017 moins dépenses prévues en 2016-2017)
Total des subventions						
Total des contributions	0	0	0	496 701 184	7 091 039	7 091 039
Total des autres types de paiements de transfert						
Total du programme	**0**[40]	**0**[40]	**0**[40]	**496 701 184**[38]	**7 091 039**	**7 091 039**

[40] Comme le programme a été approuvé en avril 2016, les catégories « dépenses réelles » en 2014-2015 et 2015-2016 et « dépenses prévues » en 2016-2017 n'ont pas été incluses dans le rapport sur les plans et priorités 2016-2017. Le financement 2016-2017 de ce programme a été obtenu aux termes du Budget supplémentaire des dépenses 2016-2017 dans le cadre de la phase 1 du Plan investir dans le Canada.

Fonds de gestion des actifs

Nom du programme de paiements de transfert	Fonds de gestion des actifs (FGA)
Date de début	2016-2017
Date de fin	2021-2022
Exercice de mise en application des modalités	2016-2017[41]
Résultat stratégique	Des infrastructures publiques pour un Canada plus prospère
Lien avec l'architecture d'alignement des programmes du Ministère	Programme 1.3 : Investissements dans les priorités liées aux infrastructures nationales
Description	Le FGA fournit 50 millions de dollars destinés au renforcement des capacités de gestion des actifs locaux tout en soutenant l'élaboration et la mise en œuvre de pratiques de gestion des biens d'infrastructures municipales qui permettront d'obtenir des données fiables sur les biens d'infrastructures afin de soutenir un meilleur processus décisionnel fondé sur des faits concernant des investissements stratégiques dans les collectivités du pays. Infrastructure Canada a conclu une entente avec la Fédération canadienne des municipalités (FCM), organisme responsable de la mise en œuvre du programme désigné « Programme de gestion des actifs municipaux ». La FCM distribuera ensuite les fonds aux municipalités bénéficiaires. La sélection des projets s'effectue au niveau municipal, est approuvée par la FCM puis est présentée au gouvernement fédéral.
Résultats atteints	Infrastructure Canada a conclu une entente avec la FCM afin qu'elle agisse à titre de partenaire d'exécution fédéral pour transférer les fonds du FGA aux municipalités.
Commentaires sur les écarts	Infrastructure Canada et la FCM ont conclu une entente en janvier 2017 afin d'exécuter le Fonds de gestion des actifs. La mise en œuvre du programme a ainsi été retardée, ce qui a réduit certains coûts administratifs en 2016-2017.
Vérifications achevées ou prévues	Aucune vérification interne n'a été effectuée pour ce programme.
Évaluations achevées ou prévues	Une évaluation conjointe du FGA et du Fonds pour le renforcement de la capacité pour les défis liés aux changements climatiques devrait être effectuée en 2021-2022.
Mobilisation des demandeurs et des bénéficiaires	Infrastructure Canada travaille de concert avec la FCM pour gérer le FGA.

[41] Dernier exercice au cours duquel les modalités ont été approuvées, maintenues ou modifiées par le Conseil du Trésor ou le ministre.

Renseignements sur le rendement (en dollars)

Type de paiement de transfert	Dépenses réelles 2014-2015	Dépenses réelles 2015-2016	Dépenses prévues 2016-2017	Autorisations totales pouvant être utilisées 2016-2017	Dépenses réelles (autorisations utilisées) 2016-2017	Écart (dépenses réelles en 2016-2017 moins dépenses prévues en 2016-2017)
Total des subventions						
Total des contributions	0	0	0	7 500 000	783 800	783 800
Total des autres types de paiements de transfert						
Total du programme	**0**[42]	**0**[42]	**0**[42]	**7 500 000**[40]	**783 800**	**783 800**

[42] Comme le programme a été approuvé en avril 2016, les catégories « dépenses réelles » en 2014-2015 et 2015-2016 et « dépenses prévues » en 2016-2017 n'ont pas été incluses dans le rapport sur les plans et priorités 2016-2017. Le financement 2016-2017 de ce programme a été obtenu aux termes du Budget supplémentaire des dépenses 2016-2017 dans le cadre de la phase 1 du Plan investir dans le Canada.

Fonds pour le renforcement de la capacité pour les défis liés aux changements climatiques

Nom du programme de paiements de transfert	Fonds pour le renforcement de la capacité pour les défis liés aux changements climatiques
Date de début	2016-2017
Date de fin	2021-2022
Exercice de mise en application des modalités	2016-2017[43]
Résultat stratégique	Des infrastructures publiques pour un Canada plus prospère
Lien avec l'architecture d'alignement des programmes du Ministère	Programme 1.3 : Investissements dans les priorités liées aux infrastructures nationales
Description	Le Fonds pour le renforcement de la capacité pour les défis liés aux changements climatiques fournit 75 millions de dollars destinés au soutien du renforcement des capacités municipales afin d'investir dans des infrastructures résilientes au climat et à faible émission de carbone. Infrastructure Canada a conclu une entente avec la Fédération canadienne des municipalités (FCM), organisme responsable de la mise en œuvre du programme « Programme Municipalités pour l'innovation climatique ». La FCM distribuera ensuite les fonds aux municipalités bénéficiaires. La sélection des projets s'effectue au niveau municipal, est approuvée par la FCM puis est présentée au gouvernement fédéral.
Résultats atteints	Infrastructure Canada a conclu une entente avec la FCM afin qu'elle agisse à titre de partenaire d'exécution fédéral pour transférer les fonds du Fonds pour le renforcement de la capacité pour les défis liés aux changements climatiques aux municipalités. Ce financement vise à aider les administrations locales à comprendre et à saisir les occasions de réduire les émissions de gaz à effet de serre et à renforcer la planification municipale en matière de résilience face aux changements climatiques.
Commentaires sur les écarts	Infrastructure Canada et la FCM ont conclu une entente en janvier 2017 afin d'exécuter ce programme. La mise en œuvre du programme a ainsi été retardée, ce qui a réduit certains coûts administratifs en 2016-2017.
Vérifications achevées ou prévues	Aucune vérification interne n'a été effectuée pour ce programme.
Évaluations achevées ou prévues	Une évaluation conjointe du FGA et du Fonds pour le renforcement de la capacité pour les défis liés aux changements climatiques devrait être effectuée en 2021-2022.
Mobilisation des demandeurs et des bénéficiaires	Infrastructure Canada travaille de concert avec la FCM pour gérer ce programme.

[43] Dernier exercice au cours duquel les modalités ont été approuvées, maintenues ou modifiées par le Conseil du Trésor ou le ministre.

Renseignements sur le rendement (en dollars)

Type de paiement de transfert	Dépenses réelles 2014-2015	Dépenses réelles 2015-2016	Dépenses prévues 2016-2017	Autorisations totales pouvant être utilisées 2016-2017	Dépenses réelles (autorisations utilisées) 2016-2017	Écart (dépenses réelles en 2016-2017 moins dépenses prévues en 2016-2017)
Total des subventions						
Total des contributions	0	0[42]	0[42]	11 250 000[42]	738 700	738 700
Total des autres types de paiements de transfert						
Total du programme	**0[44]**	**0[44]**	**0[44]**	**11 250 000[42]**	**738 700**	**738 700**

[44] Comme le programme a été approuvé en avril 2016, les catégories « dépenses réelles » en 2014-2015 et 2015-2016 et « dépenses prévues » en 2016-2017 n'ont pas été incluses dans le rapport sur les plans et priorités 2016-2017. Le financement 2016-2017 de ce programme a été obtenu aux termes du Budget supplémentaire des dépenses 2016-2017 dans le cadre de la phase 1 du Plan investir dans le Canada.

Stratégie ministérielle de développement durable

1. Aperçu de l'approche du gouvernement fédéral à l'égard du développement durable

La Stratégie fédérale de développement durable (SFDD) 2013–2016 énonce les activités liées au développement durable du gouvernement du Canada, telles qu'elles sont exigées par la *Loi fédérale sur le développement durable*. Conformément aux objectifs de la *Loi* visant à rendre le processus décisionnel en matière d'environnement plus transparent et à en rendre compte devant le Parlement, [nom du Ministère] appuie la mise en œuvre de la SFDD au moyen des activités énumérées dans ce tableau de renseignements supplémentaires.

2. Notre Stratégie ministérielle de développement durable

La Stratégie ministérielle de développement durable (SMDD) d'Infrastructure Canada énonce les mesures à l'appui du thème ci-après : Thème IV – Réduire l'empreinte environnementale – En commençant par le gouvernement. Le rapport sur la SMDD 2016-2017 donne un aperçu général des résultats en sus de ceux détaillés l'année dernière. Le rapport d'étape sur la SMDD de l'année dernière se trouve à l'adresse suivante : http://www.infrastructure.gc.ca/pub/dpr-rmr/2016/2016-supp-fra.html.

3. Faits saillants sur le Thème IV d'Infrastructure Canada

La production de rapports sur les achats écologiques pour les ministères et les organismes qui ne sont pas liés par la *Loi fédérale sur le développement durable*.

Infrastructure Canada s'est engagé à faire respecter la Politique d'achats écologiques. À ce titre, le Ministère a continué à intégrer des considérations environnementales dans ses processus décisionnels relatifs aux achats.

Objectif de la SFDD	Cible de la SFDD	Indicateur de rendement de la SFDD	Résultats en matière de rendement de la SFDD
Objectif 7 : Gestion des déchets et des biens **Réduire les déchets générés et atténuer les impacts environnementaux des biens tout au long de leur durée de vie utile.**	Cible 7.2 : Achats écologiques À compter du 1er avril 2014, le gouvernement du Canada continuera de prendre des mesures pour intégrer des facteurs environnementaux à ses achats, conformément à la Politique d'achats écologiques.	Approche ministérielle pour approfondir la mise en œuvre de la Politique d'achats écologiques. Nombre et pourcentage de spécialistes de la gestion des achats ou du matériel qui ont terminé le cours sur les achats écologiques dispensé par l'École de la fonction publique, ou l'équivalent, au cours d'un exercice donné. Nombre et pourcentage de gestionnaires et de chefs fonctionnels chargés des achats et du matériel dont l'évaluation du rendement comprend un soutien et une	Infrastructure Canada a continué de tenir compte de la Politique d'achats écologiques. On comptait quatre spécialistes de la gestion des achats en 2016-2017, et ils ont tous (100 %) suivi le cours sur les achats écologiques dispensé par l'École de la fonction publique. L'évaluation du rendement des gestionnaires et des chefs fonctionnels chargés des achats et du matériel ne comprenait pas un soutien ou une participation aux achats

		participation aux achats écologiques, au cours d'un exercice donné. Indicateurs de rendement ministériels pour les cibles du Ministère concernant les achats écologiques : pourcentage des contrats de biens qui respectent la Politique d'achats écologiques.	écologique, car certains titulaires de poste étaient en transition. 81 % des achats du Ministère respectaient la Politique d'achats écologiques.

Thème IV – Sommaire du rendement de la stratégie de mise en œuvre 2016-2017

- Les listes de fournisseurs pour les biens obligatoires de Services publics et Approvisionnement Canada sont utilisées et contiennent des dispositions préétablies à l'égard des achats écologiques.
- Le Ministère a continué d'acheter et de louer de l'équipement écoénergétique contenant des matériaux recyclés et faisant partie de programmes de recyclage à des entreprises qui adhèrent à des programmes environnementaux. On utilise des photocopieurs et des imprimantes multifonctions pour réduire la consommation d'énergie, on se sert de cartouches de toner recyclées, on met en œuvre une politique sur les imprimantes standard partagées par opposition à des imprimantes personnelles, et on s'assure que les paramètres par défaut sur les imprimantes et les photocopieurs sont réglés pour l'impression recto verso à l'encre noire.
- Le Ministère utilise des imprimantes multifonctions afin de réduire le nombre de dispositifs branchés et l'utilisation des prises de courant, ce qui contribue à la réduction de la consommation d'énergie.
- Le Ministère a continué à utiliser des bacs de recyclage à tous les endroits et à s'assurer que tous les appareils et les accessoires de télécommunications défectueux ou en fin de vie utile sont envoyés aux fournisseurs aux fins de recyclage où ils sont réutilisés comme appareils de télécommunications.
- Le Ministère encourage les employés à préparer les réunions et les conférences conformément aux principes d'achats écologiques, à réduire l'utilisation de vaisselle jetable qui aboutit dans les décharges et à acheter des produits auprès d'entreprises qui offrent un service de traiteur respectueux de l'environnement.
- Le Ministère a continué à promouvoir le recours aux vidéoconférences ainsi qu'aux téléconférences comme solution aux déplacements et les services de voyage du gouvernement continueront à être utilisés pour favoriser l'utilisation de modes de transport durables et l'hébergement dans des hôtels respectueux de l'environnement.

4. Rapport sur l'évaluation environnementale stratégique (EES)

La *Directive du Cabinet sur l'évaluation environnementale des projets de politiques, de plans et de programmes*[45] stipule qu'une évaluation environnement stratégique (EES) est nécessaire si la mise en œuvre d'un projet soumis à l'approbation d'un ministre ou du Cabinet peut entraîner des effets environnementaux importants, tant positifs que négatifs. Pour s'assurer que la Directive du Cabinet est respectée, le Ministère effectue une analyse préliminaire pour déterminer les éventuelles répercussions environnementales importantes lorsqu'il prépare un mémoire au Cabinet ainsi que pour d'autres projets de politiques, de plans ou de programmes, selon le cas. Si l'on identifie des répercussions environnementales importantes ou si le niveau de risque ou d'incertitude concernant la proposition est élevé, on effectue alors une EES.

Infrastructure Canada continuera de veiller à ce que son processus décisionnel tienne compte des objectifs et des cibles de la SFDD dans le cadre du processus de l'EES. Une EES qui porte sur des propositions de politiques, de

[45] Directive du Cabinet sur l'évaluation environnementale des projets de politiques, de plans et de programmes, https://www.canada.ca/fr/agence-evaluation-environnementale/programmes/evaluation-environnementale-strategique/directive-cabinet-evaluation-environnementale-projets-politiques-plans-et-programmes.html

plans ou de programmes comporte une analyse des répercussions de la proposition sur l’environnement, notamment sur les buts et les cibles de la SFDD.

Rapport d’étape sur les projets de transformation et les grands projets de l’État

Nom du projet	Projet de corridor du nouveau pont Champlain
Description	Le pont Champlain est l’un des ponts les plus achalandés au Canada. En effet, on estime que plus de 40 millions de véhicules l’utilisent chaque année. Il s’agit d’un corridor commercial crucial Canada-États-Unis, gérant 20 milliards de dollars en commerce international et 11 millions d’usagers du transport en commun par année. Le projet de corridor du nouveau pont Champlain (CNPC) répond au besoin de remplacer le pont Champlain et le pont-jetée temporaire (remplacement temporaire du pont de l’Île-des-Sœurs) qui arrivent tous deux à la fin de leur durée de vie utile. Le projet propose aussi une solution efficace au transport de marchandises et de personnes en élargissant l’autoroute 15, appartenant actuellement au gouvernement fédéral, à six voies. Le projet du CNPC continue d’être mis en œuvre avec succès d’après un modèle d’approvisionnement en partenariat public-privé (PPP).
Résultats du projet	• Maintenir la sécurité et l’efficacité du corridor • Favoriser le développement durable et l’intégration urbaine dans la région de Montréal • Améliorer le déplacement de personnes et de marchandises dans la région de Montréal • Améliorer la sécurité des usagers grâce à des éléments conceptuels modernes • Concevoir des ponts pour relier Montréal et l’Île-des-Sœurs et la Rive-Sud dont l’espérance de vie est de 125 ans
Retombées industrielles	Le remplacement des infrastructures existantes, ainsi que l’élargissement de l’autoroute 15, atténuera le risque de perturber le corridor commercial et améliorera le flux de circulation. Le projet a d’importantes retombées pour les entreprises locales, qui pourront notamment participer aux travaux de construction au moment de la mise en œuvre du projet. Le projet du CNPC procurera des avantages économiques durables aux municipalités des deux rives du fleuve et de façon plus générale à l’ensemble de la région.
Ministère responsable	Infrastructure Canada
Autorité contractante	Services publics et Approvisionnement Canada
Ministères participants	Services publics et Approvisionnement Canada, Justice Canada, Pêches et Océans Canada, Environnement et Changement climatique Canada
Entrepreneur principal	**Partenaire privé**

<table>
<tr><td></td><td>Groupe Signature sur le Saint-Laurent
8, place du commerce
Montréal (Québec) H3E 1P4

Conseiller financier et d’affaires du projet
Price Waterhouse Coopers
18, rue York, bureau 2600
Toronto (Ontario) M5J 0B2

Ingénieur propriétaire
Arup Canada Inc.
600, boulevard de Maisonneuve Ouest, bureau 750
Montréal (Québec) H3A 3J2</td></tr>
<tr><td>Principaux sous-traitants</td><td>S. O.</td></tr>
<tr><td>Phase du projet</td><td>Le partenaire privé a poursuivi les travaux de construction du projet. L’équipe de projet a supervisé la mise en œuvre de l’accord de projet et a géré les accords conclus avec les entités externes.</td></tr>
<tr><td>Principaux jalons</td><td>
<table>
<tr><th>Jalon</th><th>Date</th></tr>
<tr><td>Analyse environnementale effectuée</td><td>Octobre 2013</td></tr>
<tr><td>Lancement du processus d’approvisionnement – demande de qualification</td><td>Mars 2014</td></tr>
<tr><td>Début de l’acquisition des terrains</td><td>Juin 2014</td></tr>
<tr><td>Annonce des spécifications relatives à la conception pour le nouveau pont pour le Saint-Laurent</td><td>Juin 2014</td></tr>
<tr><td>Annonce des trois consortiums invités à participer au processus de demande de propositions</td><td>Juillet 2014</td></tr>
<tr><td></td><td></td></tr>
<tr><td>Annonce du promoteur privilégié et début de l’accord relatif aux travaux préliminaires</td><td>Avril 2015</td></tr>
<tr><td>Signature de l’accord de projet avec le partenaire privé et commencement des travaux de construction</td><td>Juin 2015</td></tr>
<tr><td>Achèvement prévu des travaux de construction du nouveau pont Champlain</td><td>Décembre 2018</td></tr>
<tr><td>Achèvement prévu des travaux de construction du corridor</td><td>Octobre 2019</td></tr>
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<tr><td>Rapport d’étape et explication des écarts</td><td>

Les autorisations nécessaires ont été accordées en décembre 2013, en avril 2014 et en juin 2015 afin de mettre en œuvre le projet du CNPC.
Le budget 2014 a appuyé le projet du CNPC en contribuant 165 millions de dollars sur une période de deux ans afin d’amorcer les travaux préparatoires requis pour le projet. Une autre approbation concernant l’autorisation de dépenser a été accordée.
On a estimé que le coût de construction pour le Canada se situait entre 3 et 5 milliards de dollars. En 2015, le gouvernement du Canada a confirmé que le coût du projet s’élevait à 4,239 milliards de dollars.
En avril 2014, on a donné le feu vert pour commencer l’acquisition de propriétés, comme l’exigeait le projet.
En juin 2015, le gouvernement du Canada a conclu une entente contractuelle de 34 ans avec un partenaire privé, soit le Groupe Signature sur le Saint-Laurent. Le partenaire privé est responsable des

</td></tr>
</table>

	travaux de conception, de construction, de financement, d'exploitation et d'entretien réalisés dans le cadre du projet. • Le projet est actuellement mis en œuvre à l'aide d'un modèle d'approvisionnement en PPP.

Réponse aux comités parlementaires et aux vérifications externes

Réponse aux comités parlementaires
Aucune réponse ne doit être formulée à l'égard d'un rapport des comités parlementaires en 2016-2017.

Réponse aux vérifications du vérificateur général (et du commissaire à l'environnement et au développement durable)

Rapports du vérificateur général 2016-2017

Aucune vérification effectuée en 2016-2017 ne doit faire l'objet d'une réponse.

Vérification des comptes publics du BVG en 2015-2016
Opinion du vérificateur indépendant, Section 12 - Infrastructure et Collectivités

Le rapport sur la vérification des comptes publics a été déposé à l'automne 2016. La vérification avait comme objectif de formuler une opinion à savoir si les états financiers consolidés sont fidèlement présentés.

Selon le vérificateur, les états financiers consolidés présentent fidèlement, dans tous les aspects importants, la position financière du gouvernement du Canada en date du 31 mars 2016.

Aucune recommandation n'a été formulée à l'intention d'Infrastructure Canada.

Rapports du commissaire à l'environnement et au développement durable déposés au printemps 2016

Rapport 1 – Le soutien fédéral à l'appui de l'infrastructure municipale durable

La vérification a examiné si les objectifs du Fonds fédéral de la taxe sur l'essence et du Fonds municipal vert avaient été atteints et si Infrastructure Canada, en collaboration avec des partenaires, avait coordonné adéquatement les principaux programmes fédéraux dont le Ministère a la charge.

Le commissaire à l'environnement et au développement durable a formulé trois recommandations à l'intention d'Infrastructure Canada en 2016-2017 en ce qui concerne la vérification du soutien fédéral à l'appui de l'infrastructure municipale durable. Vous trouverez la réponse d'Infrastructure Canada à la vérification sur le site Web du Bureau du vérificateur général du Canada. Vous trouverez ci-dessous un résumé des recommandations et de la réponse que le Ministère a formulée en mai 2016.

Recommandation 1.29

Infrastructure Canada devrait travailler de concert avec les signataires des ententes en vue d'élaborer une stratégie efficace de mesure de rendement, afin d'obtenir l'information dont le Ministère a besoin pour déterminer si les objectifs du Fonds fédéral de la taxe sur l'essence ont été atteints et de prendre les mesures correctives qui s'imposent, le cas échéant. Infrastructure Canada devrait utiliser cette information pour rendre compte au Parlement et à la population canadienne des résultats du Fonds fédéral de la taxe sur l'essence.

Réponse du Ministère

Infrastructure Canada travaillera avec les signataires pour élaborer une stratégie appropriée et efficace de mesure du rendement afin de mesurer les résultats.

Infrastructure Canada mettra en œuvre une stratégie plus pragmatique de reddition de comptes sur le rendement pour le Fonds et ira de l'avant avec les trois résultats spécifiques et mesurables indiqués ci-dessous :

- offrir aux municipalités un accès à une source de financement prévisible;
- investir dans les infrastructures communautaires;
- soutenir et encourager une planification à long terme et la gestion des infrastructures.

Infrastructure Canada travaillera avec les signataires pour colliger les résultats indiqués dans leurs prochains rapports sur les résultats qui seront publiés en 2018. Infrastructure Canada utilisera les renseignements sur le rendement soumis par les provinces pour rendre des comptes au Parlement et aux Canadiens sur les résultats dans le cadre de son rapport ministériel sur le rendement.

Recommandation 1.91

Afin d'appuyer la prise de décisions stratégiques et coordonnées en matière de financement, Infrastructure Canada devrait travailler de concert avec Statistique Canada et d'autres parties, au besoin, afin de créer une source de données normalisées, fiables et régulièrement mises à jour concernant l'inventaire des infrastructures publiques de base du Canada et l'état de ces infrastructures.

Réponse du Ministère

En 2016, le Ministère collaborera avec Statistique Canada pour élaborer un plan d'action dont la mise en œuvre suivra en 2017.

Recommandation 1.100

Infrastructure Canada, en collaboration avec ses partenaires fédéraux, provinciaux, territoriaux et municipaux, devrait :

a) préciser les rôles et responsabilités du gouvernement fédéral par rapport à ceux des autres parties prenantes qui participent aux décisions de financement de l'infrastructure municipale, notamment en ce qui a trait à la définition et à la gestion des risques environnementaux, comme ceux liés au changement climatique;
b) répondre à leurs besoins de renseignements de meilleure qualité concernant les besoins de financement des municipalités, notamment en répertoriant les actifs de manière uniforme à l'échelle nationale;
c) fournir un soutien aux municipalités travaillant à l'adoption de bonnes pratiques de gestion des actifs;
d) préciser les rôles du gouvernement fédéral pour ce qui est d'encourager le recours à des approches novatrices qui, dans le cadre des projets d'infrastructure municipaux, contribuent à la durabilité environnementale et à la viabilité financière;
e) proposer une vision à long terme établissant les priorités du gouvernement fédéral relatives à l'infrastructure, et l'assortir d'objectifs, de mesures du rendement et d'une obligation de rendre compte clairement définis.

Réponse du Ministère

a) En ce qui concerne les risques environnementaux, l'identification et l'évaluation de ceux-ci continuent de relever de la responsabilité des gestionnaires des biens. Dans le contexte des programmes actuels, le rôle du gouvernement fédéral est de veiller à ce que les risques dont il faut tenir compte, y compris les risques environnementaux, aient été évalués par les propriétaires des biens et qu'ils aient pris les mesures nécessaires pour faire face à ces risques. Ces considérations trouveront un écho plus direct dans le contexte de l'élaboration de l'information applicable au programme et destinée aux gestionnaires de biens et aux promoteurs de projets dans le cadre du nouveau programme ou de la révision du programme actuel, au cours de l'exercice 2016-2017.

b) Compte tenu de la nécessité d'améliorer les données pour appuyer la prise de décisions fondées sur les données probantes, Infrastructure Canada travaillera avec Statistique Canada à l'élaboration d'un plan visant à répondre à l'engagement pris dans le budget de 2016; la mise en œuvre devrait commencer en 2017.

c) Dans le budget de 2016, on a annoncé qu'un montant de 50 millions de dollars sera versé pour la création d'un nouveau fonds de gestion des actifs. Ce fonds est destiné à soutenir l'élaboration et la mise en œuvre des pratiques exemplaires en matière de gestion des actifs liés à l'infrastructure municipale, de même que la collecte de données sur les infrastructures. Le Fonds pour l'infrastructure de transport en commun et le Fonds pour l'eau potable et le traitement des eaux usées, récemment annoncés, témoignent également du soutien accordé à la gestion des immobilisations. La mise en œuvre de ces fonds commencera en 2016-2017, et se poursuivra au cours des cinq années suivantes.

En outre, dans le cadre du Fonds de la taxe sur l'essence, du financement est déjà offert aux municipalités pour les aider à améliorer leur planification de la gestion des immobilisations. Tous les signataires se sont engagés à réaliser des progrès quant à la planification de la gestion des immobilisations par les municipalités; ils rendront compte de ces progrès en 2018.

d) Comme on l'a indiqué dans le budget de 2016, selon la phase 2 du plan d'infrastructure fédéral, le gouvernement du Canada collaborera avec ses partenaires, au cours de la prochaine année, pour examiner de nouveaux mécanismes de financement novateurs qui permettraient d'accroître l'accessibilité à long terme et la durabilité de l'infrastructure au Canada.

e) Toujours dans le cadre de l'engagement de la phase 2, à compter du printemps 2016, le gouvernement du Canada travaillera avec ses partenaires provinciaux, territoriaux, municipaux et autochtones, ainsi qu'avec d'autres intervenants, à l'établissement des priorités à plus long terme liées à l'infrastructure grâce à la définition claire du rôle et des responsabilités du gouvernement fédéral ainsi qu'à des objectifs et des résultats élaborés de concert avec ses partenaires. La phase 2 du plan à long terme sera déployée en 2017.

Rapport 2 – L'atténuation des effets du temps violent

La vérification a porté essentiellement sur les mesures prises par le gouvernement fédéral pour appuyer les efforts d'atténuation à long terme au Canada. On a examiné les données, l'information, les outils et le financement fournis par les principaux organismes fédéraux et qui pourraient aider les décideurs à atténuer les effets du temps violent. On a également examiné si le gouvernement fédéral s'acquittait de ses responsabilités pour ce qui est d'accroître la résilience des infrastructures canadiennes aux phénomènes météorologiques violents. Les organismes fédéraux qui ont été assujettis à la vérification : Environnement et Changement climatique Canada (anciennement Environnement Canada), Sécurité publique Canada, le Conseil national de recherches du Canada, Ressources naturelles Canada et Infrastructure Canada. La vérification portait notamment sur des programmes de financement du gouvernement fédéral de Sécurité publique Canada et Infrastructure Canada, dont le Nouveau Fonds Chantiers Canada, qui aident les provinces et les territoires à accroître la résilience des infrastructures aux phénomènes météorologiques violents.

La vérification a permis de conclure que le gouvernement fédéral n'a pas fourni aux décideurs l'information et les outils dont ces derniers avaient besoin dans le cadre de leurs efforts d'atténuation à long terme pour atténuer les effets du temps violent. Il a également été conclu que le gouvernement fédéral n'a pas pris des dispositions à l'égard du financement pour améliorer de manière considérable la résilience de l'infrastructure canadienne.

Dans l'ensemble, le commissaire à l'environnement et au développement durable a conclu que le gouvernement fédéral ne s'est pas donné comme priorité d'aider les décideurs à atténuer les répercussions potentielles du temps violent.

Aucune recommandation n'a été formulée à l'intention d'Infrastructure Canada.

Réponse aux vérifications effectuées par la Commission de la fonction publique du Canada ou le Commissariat aux langues officielles
Aucune vérification effectuée en 2016-2017 ne doit faire l’objet d’une réponse.

Vérifications internes et évaluations

Vérifications internes effectuées en 2016-2017

Titre de la vérification interne	Type de vérification interne	Date d'achèvement
Examen de l'administration de la politique interne – Phase II	Engagement consultatif	Juin 2016
Vérification des contrôles internes en matière de rapports financiers – processus opérationnels choisis http://www.infrastructure.gc.ca/pd-dp/ia-vi/2016-icfr-cirf-fra.html	Contrôles internes	Juin 2016
Pratiques de gestion de l'information et des données	Engagement consultatif	Décembre 2016
Vérification à point nommé des FITC et FEPTEU – phase de gouvernance	Contrôles internes	Décembre 2016

Évaluations en cours ou effectuées en 2016-2017

Titre de l'évaluation	État	Date de l'approbation de l'administrateur général	Lien à l'architecture d'alignement des programmes du ministère :
Évaluation du Fonds pour l'infrastructure verte http://www.infrastructure.gc.ca/pub/other-autre/green-eval-verte-table-fra.html	Terminée	Juin 2016	Investissement dans les priorités d'infrastructure nationale
Engagement consultatif pour une initiative de mesure du rendement à Infrastructure Canada	Terminée	La phase 1 a été terminée en février 2017. La phase 2 est en cours et sera terminée en septembre 2017.	Tous les programmes et services internes d'Infrastructure Canada.
Évaluation du Nouveau Fonds Chantiers Canada	En cours	Septembre 2017	Investissement dans les priorités d'infrastructure nationale

Initiatives horizontales

À présenter par politique.

2016-17 Departmental Results Report – Supplementary Information Tables

Table of Contents

Details on Transfer Payment Programs of $5 Million or More

Infrastructure Canada manages the following Transfer Payment Programs[1]

- Contributions under the Canada Strategic Infrastructure Fund (CSIF)
- Contributions under the Border Infrastructure Fund (BIF)
- Transfer Payments under the Gas Tax Fund (GTF)
- Transfer Payments under the Provincial-Territorial Infrastructure Base Fund (PT Base Fund)
- Contributions under the Building Canada Fund-Communities Component (BCF-CC)
- Contributions under the Building Canada Fund-Major Infrastructure Component (BCF-MIC)
- Contributions under the Green Infrastructure Fund (GIF)
- Contributions under the Inuvik to Tuktoyaktuk Highway Fund (Inuvik Tuk)
- Contributions under the New Building Canada Fund-Provincial-Territorial Infrastructure Component-National and Regional Projects (PTIC-NRP)
- Contributions under the New Building Canada Fund-Provincial-Territorial Infrastructure Component-Small Communities Fund (PTIC-SCF)
- Contributions under the New Building Canada Fund-National Infrastructure Component (NBCF-NIC)
- Public Transit Infrastructure Fund (PTIF)
- Clean Water and Wastewater Fund (CWWF)
- Asset Management Fund (AMF)
- Capacity Building for Climate Change Challenges Fund (CB3CF)

[1] Allocations for Transfer Payment Programs include Contributions only, and do not include Operating and Maintenance (O&M).

Canada Strategic Infrastructure Fund (CSIF):

Name of transfer payment program	Canada Strategic Infrastructure Fund (Payments under this program are voted)
Start date	2003-04
End date	2019-20[2]
Fiscal year for terms and conditions	2011-12[3]
Strategic Outcome	Public Infrastructure for a More Prosperous Canada
Link to department's Program Alignment Architecture	Program 1.4: Large-Scale Infrastructure Investments
Description	This program supports projects that sustain economic growth and enhance the quality of life of Canadians. Investments are made in cooperation with the provinces, territories, municipalities, and the private sector, and contribute to the construction, renewal and/or enhancement of public infrastructure. The Canada Strategic Infrastructure Fund leverages additional contributions from other partners by providing up to 50 percent funding for eligible projects.[4]
Results achieved	Since the program began in 2003-04, a total of 91 projects with a federal contribution of $4.6 billion and total value of $12.4 billion have been approved under the program. Collaboration with federal delivery partners and stakeholders is effectively supporting program delivery. Over 80 percent of projects are completed. The largest categories of investment under the Canada Strategic Infrastructure Fund are the following: Highways and Major Roads infrastructure, with a total federal investment of over $1.7 billion, and Public Transit infrastructure, with a total federal investment of close to $1.5 billion. In 2016-17, the Department continued to monitor and deliver the program with provincial and territorial partners and Transport Canada.

[2] The funding profile under the Canada Strategic Infrastructure Fund was extended until 2019-2020 for certain projects.

[3] Fiscal year in which the terms and conditions were last approved, continued or amended by Treasury Board or the Minister.

[4] Of the $4.3 billion originally allocated to the CSIF, $50 million was transferred to the Parks Canada Agency to support a high priority infrastructure project. These funds were reallocated through Estimates processes prior to 2015-2016. In addition, $12.8 million was also removed from the CSIF funding envelope through various government-wide reduction and reallocation exercises prior to the 2010 Strategic Review.

	Infrastructure Canada has largely met its targets under the program and intends to continue the monitoring and due diligence of ongoing projects to ensure their completion as part of the closeout activities of the program.
Comments on variances	Actual Spending in 2016-17 was lower than originally projected, given that CSIF projects are large-scale and complex in nature, many unknowns may arise during the course of the fiscal year. These factors include project delays resulting from inclement weather and from technical and other construction-related complexities that also cause construction delays, which explain deviations of actual expenditures from the original forecast. It is also important to note that actual disbursement of federal contributions lag behind the actual construction of projects as recipients are reimbursed for expenditures only once they submit claims. The CSIF program was extended in 2011-12, to allow recipients that have encountered construction delays to access the remainder of their federal contribution in order to complete their projects as expected.
Audits completed or planned	An internal audit of the Canada Strategic Infrastructure Fund program was completed in March 2013.
Evaluations completed or planned	A joint evaluation of the Canada Strategic Infrastructure Fund and the Border Infrastructure Fund was completed in July 2014. An evaluation to assess the impact of the department's programs on the largest cities in Canada, including CSIF, is scheduled for completion in 2019-20.
Engagement of applicants and recipients	All funding available for projects under this program has been committed. The Department continues to work with recipients to flow funding, including final payments and ensure that projects are closed.

Performance information (dollars)

Type of transfer payment	2014–15 Actual spending	2015–16 Actual spending	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	Variance (2016–17 actual minus 2016–17 planned)
Total grants						
Total contributions	233,373,467	141,733,441	87,156,234	87,156,234	54,045,215	(33,111,019)
Total other types of transfer payments						
Total program	**233,373,467**	**141,733,441**	**87,156,234**	**87,156,234**	**54,045,215**	**(33,111,019)**

Border Infrastructure Fund (BIF):

Name of transfer payment program	Border Infrastructure Fund (Payments under this program are voted)
Start date	2003-04
End date	2019-20[5]
Fiscal year for terms and conditions	2011-12[6]
Strategic Outcome	Public Infrastructure for a More Prosperous Canada
Link to department's Program Alignment Architecture	Program 1.3: Investments in National Infrastructure Priorities
Description	This program provides funding for investments in physical infrastructure, transportation system infrastructure and improved analytical capacity at the largest surface border crossings between Canada and the United States, as well as several other crossing points in Canada. Announced in Budget 2001, the fund provides up to 50 percent federal funding to support eligible projects at Canada's border crossings. Transport Canada is the federal delivery partner for this program.
Results achieved	Since the program began in 2003-04, a total of 12 projects with a federal contribution of $591 million and total value of $1.35 billion have been approved under the program. Four projects with a federal contribution of $273 Million and total value of $711 million are still underway. In 2016-17, the Department continued to monitor and deliver the program with Transport Canada for the Border Infrastructure Fund. Infrastructure Canada has largely met its targets to contribute to quality, cost-effective public infrastructure in support of a competitive economy through investments in physical and intelligent transportation system infrastructure to reduce border bottlenecks and expand or improve border/system capacity. Infrastructure Canada intends to continue to work with Transport Canada in the monitoring and due diligence of ongoing projects to ensure their completion as part of the closeout activities of the program.
Comments on variances	Transportation projects funded under the BIF are large and complex by nature which makes them at higher risk of experiencing unexpected delays during their implementation as was the case in previous years. Projects faced delays for various reasons including technical and other construction-related complexities. Those factors

[5] The funding profile under the Border Infrastructure Fund was extended until 2019-20 for certain projects.

[6] Fiscal year in which the terms and conditions were last approved, continued or amended by Treasury Board or the Minister.

	lead to delays in the disbursement of federal contributions since recipients are reimbursed after they have incurred their expenditures and submitted their claims.
Audits completed or planned	No Internal Audit has been conducted of this program.
Evaluations completed or planned	A joint evaluation of the Canada Strategic Infrastructure Fund and the Border Infrastructure Fund was completed in July 2014.
Engagement of applicants and recipients	All funding available for projects under this program has been committed. The Department continues to work with recipients to flow funding, including final payments and ensure that projects are closed.

Performance Information (dollars)

Type of transfer payment	2014–15 Actual spending	2015–16 Actual spending	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	Variance (2016–17 actual minus 2016–17 planned)
Total grants						
Total contributions	20,863,226	17,699,761	1,885,793	0	0	(1,885,793)
Total other types of transfer payments						
Total program	**20,863,226**	**17,699,761**	**1,885,793**	**0**[7]	**0**	**(1,885,793)**

[7] There was no 2016-17 Total Authorities Available for use and no 2016-17 Actual Spending under this program in 2016-17. The 2016-17 Planned Spending was not required in 2016-17 and was re-profiled to future years. Some projects under this program are still ongoing.

Gas Tax Fund (GTF):

Name of transfer payment program	Gas Tax Fund (Payments under this program are statutory)
Start date	2005-06
End date	Ongoing[8]
Fiscal year for terms and conditions	2013-14[9]
Strategic Outcome	Public Infrastructure for a More Prosperous Canada
Link to department's Program Alignment Architecture	Program 1.2: Permanent and Flexible Infrastructure Funding
Description	This program provides municipalities with predictable long-term funding, enabling construction and rehabilitation of core public infrastructure. The federal government concluded Gas Tax Fund Agreements with provinces, territories, the Association of Municipalities of Ontario, the Union of British Columbia Municipalities and the City of Toronto, which were in effect from 2005-06 to 2013-14. Moreover, all Gas Tax Fund Agreements have been renewed and signed for the permanent Gas Tax Fund, starting in 2014-15. Gas Tax Fund Agreements and funding letters establish an accountability framework allowing the Government of Canada to flow Gas Tax Fund money twice a year to signatories which, in turn, flow funds to municipalities based on an agreed-upon allocation formula. For their part, municipalities decide which projects to prioritize within established investment categories. In addition to supporting environmental objectives, the permanent Gas Tax Fund supports increased productivity and economic growth and strong cities and communities via an expanded list of eligible investment categories. Municipalities can pool, bank and borrow against this funding, providing significant additional financial flexibility. Eligible recipients are required to report annually on their use of funds and their compliance to terms and conditions of the Gas Tax Fund Agreements. The renewed Gas Tax Fund is now indexed at 2 percent per year which will provide municipalities with additional funding over the long term. It also provides municipalities with greater flexibility to spend federal funding as a result of expanded investment categories.
Results achieved	During 2016-17, about $2.1 billion flowed to municipalities across the country through the Gas Tax Fund. This amount includes a transfer of about $30 million from older federal infrastructure programs in accordance with Budget 2016. The most commonly funded project

[8] Legislation enacting permanent funding for the Gas Tax Fund received Royal Assent on December 15, 2011.

[9] Fiscal year in which the terms and conditions were last approved, continued or amended by Treasury Board or the Minister.

	category was local roads, followed by drinking water and wastewater projects[10]. In response to the 2016 Spring Report for the Commissioner of the Environment and Sustainable Development, Infrastructure Canada provides Gas Tax Fund signatories with updated reporting guidelines for reporting on results, and successfully hosted an intergovernmental Gas Tax Fund workshop focused on reporting on outcomes and asset management best practices. The first outcomes report is expected in 2016.
Comments on variances	The Gas Tax Fund is a source of predictable federal funding for municipalities and as such, Infrastructure Canada and its partners work together to ensure that payments are made on schedule. Funding letters issued to signatories are dependent on the submission and acceptance of an Annual Report (Financial Report Table, Project List) and an Independent Audit Opinion or Audit Based Attestation. In the absence of duly completed reports, Infrastructure Canada can withhold funding letters from recipients until such time that completed reports are accepted. In 2016-17, all jurisdictions received their payments, totalling about $2.07 billion. In addition, they received a total of about $30 million in additional funding that was transferred from uncommitted funds from older federal infrastructure programs in accordance with Budget 2016.
Audits completed or planned	No Internal Audit has been conducted of this program.
Evaluations completed or planned	An evaluation of the Gas Tax Fund was completed in August 2015. GTF will be considered as part of evaluations of the impacts of infrastructure funding in small communities and for largest cities in Canada (both planned for completion in FY 2019-20). The next GTF evaluation is also scheduled for completion in FY 2020-21.
Engagement of applicants and recipients	INFC held a Gas Tax Fund (GTF) Workshop in early 2017 with provincial, territorial and municipal counterparts to support the program's objectives of strengthening ongoing collaborations with partners through information sharing and discussions on various components of the agreements.

Performance information (dollars)

Type of transfer payment	2014–15 Actual spending	2015–16 Actual spending	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	Variance (2016–17 actual minus 2016–17 planned)

[10] These results are based on 2015-16 as the lists of projects funded in 2016-17 were not yet available at the time of publication.

Total grants						
Total contributions						
Total other types of transfer payments	1,973,269,432	1,973,269,432	2,071,932,904	2,102,088,261	2,102,088,261	30,155,357
Total program	**1,973,269,432**	**1,973,269,432**	**2,071,932,904**	**2,102,088,261**	**2,102,088,261** [11]	**30,155,357**

[11] Funding under this program typically represents statutory spending. However the 2016-17 Actual Spending also includes Voted spending, which is the transfer of legacy funding to provinces and territories through the Gas Tax Fund. The transfer of Voted spending through the Gas Tax Fund ensures that funds are directed towards municipal infrastructure priorities in the near term.

Provincial-Territorial Infrastructure Base Fund (PT Base Fund):

Name of transfer payment program	Provincial-Territorial Infrastructure Base Fund (Payments under this program are voted)
Start date	2007-08
End date	2018-19[12]
Fiscal year for terms and conditions	2013-14[13]
Strategic Outcome	Public Infrastructure for a More Prosperous Canada
Link to department's Program Alignment Architecture	Program 1.1: Funding for Provincial-Territorial Priorities
Description	This program provides base funding to each province and territory for core infrastructure priorities. In addition, funding under the Building Canada Fund for the three territories is managed under this fund. The Provincial-Territorial Infrastructure Base Fund was designed to help restore fiscal balance while enhancing Canada's public infrastructure system. It also supports economic growth and productivity, and promotes a cleaner environment and prosperous communities. While payments are made to provinces and territories, ultimate recipients can also include local and regional governments or private sector bodies. In order for federal funding to flow, provinces and territories submit a list of infrastructure initiatives through a capital plan which must be accepted by the Minister of Infrastructure and Communities. Payments are made in advance and cost-sharing provisions apply to a capital plan as a whole, and not individual initiatives. Provinces and territories may pool, bank, or cash-manage these funds to give them flexibility in implementation.

[12] The funding profile under the Provincial-Territorial Infrastructure Base Fund was extended until 2018-2019 for certain provinces and territories.

[13] Fiscal year in which the terms and conditions were last approved, continued or amended by Treasury Board or the Minister.

Results achieved	Following the acceleration of the Provincial-Territorial Infrastructure Base Fund, all funds available under the Provincial-Territorial Infrastructure Base Fund ($2.3 billion) had been committed as of March 31, 2014. Under the Provincial-Territorial Infrastructure Base Fund program parameters, the overall federal contribution to a provincial capital plan, which lists proposed eligible projects, can be up to a maximum of 50% of the capital plan's total eligible costs. In the territories, the federal contribution to a capital plan can be a maximum of 75%. Actual results show that provinces and territories have contributed well beyond the program's cost sharing requirements. Infrastructure Canada continues to work with provincial and territorial governments to ensure that the required annual expenditure and audit reports are submitted, and the Department provides guidance on any issues that may arise during the provincial or territorial audit that would potentially delay their report submissions and related payments. By March 31, 2017, five of thirteen jurisdictions have completed all reporting obligations and have received their final payments under the Provincial-Territorial Infrastructure Base Fund, and the program is fully closed for three of these jurisdictions. The funding agreements for the remaining jurisdictions have been extended to allow for the completion of all initiatives and reporting requirements, as well as the reconciliation of cost sharing requirements against final initiative costs. These extended funding agreements are expected to close out over the next two years.
Comments on variances	Under the Provincial-Territorial Infrastructure Base Fund, the Government of Canada's flow of funding to the provinces and territories is subject to the submission and federal acceptance of Capital Plans and/or Expenditure Reports. As reporting is cumulative, any delay in the submission of a given report will result in delays to subsequent reports, and related payments. In addition, the final expenditure and audit report must demonstrate that all Provincial-Territorial Infrastructure Base Fund initiatives in a jurisdiction have been completed. Due to delays in completing a small number of initiatives, this requirement was not met by the end of 2016-17 in several provinces and territories, thus delaying the submission of final expenditure and audit reporting and resulting in extensions to funding agreements and the re-profiling of funds for these remaining jurisdictions. As noted above, only five jurisdictions have completed all reporting obligations and received final payments, but two of these are completing capital plan amendment requests to ensure that federal cost sharing is reconciled with final initiative costs before they fully close the program.
Audits completed or planned	An internal audit of the PT Base Fund was completed in June 2011.
Evaluations completed or planned	An evaluation of the PT Base Fund was completed in 2012-13. PT Base Fund will be considered as part of evaluations of the impacts of infrastructure funding in small communities and for largest cities in Canada (both planned for completion in FY 2019-20).

Engagement of applicants and recipients	The Department continues to work with jurisdictions to flow funding, including final payments, under the PT-Base Fund.

Performance information (dollars)

Type of transfer payment	2014–15 Actual spending	2015–16 Actual spending	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	Variance (2016–17 actual minus 2016–17 planned)
Total grants						
Total contributions						
Total other types of transfer payments	25,000,000	50,000,000	97,231,800	97,231,800	3,050,000	(94,181,800)
Total program	**25,000,000**	**50,000,000**	**97,231,800**	**97,231,800**	**3,050,000**[14]	**(94,181,800)**

[14] The 2016-17 Actual Spending under this program was lower than anticipated in 2016-17, as the Department received less claims for completed projects than anticipated.

Building Canada Fund-Communities Component (BCF-CC):

Name of transfer payment program	Building Canada Fund-Communities Component (Payments under this program are voted)
Start date	2008-09
End date	2019-20[15]
Fiscal year for terms and conditions	2013-14[16]
Strategic Outcome	Public Infrastructure for a More Prosperous Canada
Link to department's Program Alignment Architecture	Program 1.5: Infrastructure Investments in Small Communities and Rural Areas
Description	This program supports infrastructure needs of smaller communities with populations of less than 100,000. Projects costs are shared with provincial, territorial and municipal governments, with each order of government generally contributing one-third of the eligible costs. The fund supports the construction, renewal, and enhancement of basic infrastructure such as potable water, wastewater treatment, local roads, and other infrastructure needs of small communities. [17]
Results achieved	In most jurisdictions, the BCF-CC project approval deadline was March 31, 2014 and the construction completion deadline March 31, 2016. The deadline continues until 2020 for the Province of Quebec. In 2016-17, Infrastructure Canada and its federal delivery partners made progress as follows: • 42 projects with a federal contribution of $47 Million and a total value of $150 Million were completed; and • 52 projects with a federal contribution of $98 Million and a total value of $272 Million are still underway. Since the program began in 2008-09, a total of 955 projects with a federal contribution of $1.03 Billion and total value of $3.17 Billion have been approved under the program. By March 31, 2017, 903 projects were completed which represents about 95 percent of approved projects. The largest categories of investment under the program are the

[15] The funding profile under the Building Canada Fund-Communities Component was extended until 2019-20 for certain projects.

[16] Fiscal year in which the terms and conditions were last approved, continued or amended by Treasury Board or the Minister.

[17] As a result of the 2010 Strategic Review, Infrastructure Canada saved $5.4 million on administration by improving the delivery of the BCF-CC. These funds were made available for other Government of Canada priorities, and funding for infrastructure projects remained unchanged.

	following: Wastewater infrastructure with a total federal investment of over $344 Million, and Drinking Water infrastructure, with a total federal investment of close to $263 Million. The Department continues to work with its Federal Delivery Partners and provincial partners to monitor the status and eventual close of all outstanding projects. In order to support a timely and efficient program closure process, increased focus has been placed on monitoring the status of ongoing BCF-CC projects.
Comments on variances	Service level agreements with Federal Delivery Partners ended on March 31, 2016. As such, there was increased focus on completing projects and other program closure procedures, including reconciling financial records.
Audits completed or planned	No Internal Audit has been conducted of this program.
Evaluations completed or planned	An evaluation of the Building Canada Fund-Communities Component was completed in August 2015. An evaluation of the impact of infrastructure funding in small communities, which will include BCF-CC, is planned for completion in FY 2019-20.
Engagement of applicants and recipients	INFC is working with partners and stakeholders to ensure timely completion of projects under the BCF-CC.

Performance information (dollars)

Type of transfer payment	2014–15 Actual spending	2015–16 Actual spending	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	Variance (2016–17 actual minus 2016–17 planned)
Total grants						
Total contributions	76,338,704	69,630,098	72,213,242	51,663,552	42,626,711	(29,586,531)
Total other types of transfer payments						
Total program	76,338,704	69,630,098	72,213,242[18]	51,663,552	42,626,711	(29,586,531)

[18] The 2016-17 Planned Spending under this program was higher than the 2016-17 Total Authorities for Use as it included additional funding that Infrastructure Canada had determined it would spend in 2016-17.

Building Canada Fund-Major Infrastructure Component (BCF-MIC):

Name of transfer payment program	Building Canada Fund-Major Infrastructure Component (Payments under this program are voted)
Start date	2008-09
End date	2022-23[19]
Fiscal year for terms and conditions	2013-14[20]
Strategic Outcome	Public Infrastructure for a More Prosperous Canada
Link to department's Program Alignment Architecture	Program 1.4: Large-Scale Infrastructure Investments
Description	This program targets larger infrastructure projects of national or regional significance. It increases overall investment in public infrastructure and contributes to broad federal objectives: economic growth, a cleaner environment and strong and prosperous communities. At least two-thirds of the funding is targeted to national priorities: water, wastewater, public transit, the core national highway system, and green energy. The Major Infrastructure Component has 12 eligible categories of investment, and priority projects are identified through discussions with provinces. By providing federal funding on a cost-shared basis, it leverages additional contributions from other partners to increase overall investment in infrastructure. Projects must be supported by a business case and undergo a federal review against key program criteria.[21]
Results achieved	In 2016-17, Infrastructure Canada and its federal delivery partners made progress in the implementation of the Building Canada Fund-Major Infrastructure Component. A total of 194 projects with a federal contribution of $6.2 billion and total value of $18.3 billion have been approved under the program. By March 31, 2017, 124 projects were completed. For example, during the reporting period, the Royal Alberta Museum, which received $112,500,000 in federal contributions, held a construction completion event. The museum scheduled to open in March 2018. The largest categories of investment under the program are the following: Public Transit infrastructure, with a total federal investment of nearly $2.62 billion, and Local Roads infrastructure, with a total federal

[19] The funding profile under the Building Canada Fund-Major Infrastructure Component was extended until 2019-20 for certain projects.

[20] Fiscal year in which the terms and conditions were last approved, continued or amended by Treasury Board or the Minister.

[21] As a result of the 2010 Strategic Review, Infrastructure Canada saved $4.9 million on administration by improving the delivery of the BCF-MIC. These funds were made available for other Government of Canada priorities, and funding for infrastructure projects remained unchanged.

	investment of nearly $928 Million. Program delivery policies and tools have been implemented to improve monitoring and reporting on the progress of the BCF-MIC. Monitoring of expenditures and forecasts has improved forecasting of expenditures under the program, which poses challenges due to the large scope of project investments and uncertainties around construction conditions.
Comments on variances	This program provides significant funding for large, complex projects. It is typical for these projects to require a significant amount of upfront planning, design and procurement. These processes may occur, in whole or in part, after funding commitments are announced. As a result, there is often a period of time that will pass between project announcements and the start of construction. Even when construction has started, a number of factors beyond the control of funding recipients can result in lower spending than forecasted, which in turn cause claims to lag and be submitted for reduced amounts. It is also important to note that actual spending lags behind the actual rate of construction of projects since recipients are reimbursed only once claims are submitted, even though eligible costs may have already been incurred
Audits completed or planned	No Internal Audit has been conducted of this program.
Evaluations completed or planned	An evaluation to assess the impact of the department's programs on the largest cities in Canada, including BCF-MIC, is scheduled for completion in FY 2019-20.
Engagement of applicants and recipients	Although most funding has been committed, Infrastructure Canada worked with provinces to identify priorities for remaining funding. The Department also continued to work with recipients to flow funding, including final payments, and ensure that projects are closed.

Performance information (dollars)

Type of transfer payment	2014–15 Actual spending	2015–16 Actual spending	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	Variance (2016–17 actual minus 2016–17 planned)
Total grants						
Total contributions	538,025,504	701,208,530	603,887,496	576,117,573	520,695,123	(83,192,373)
Total other types of transfer payments						

Total program	**538,025,504**	**701,208,530**	**603,887,496**[22]	**576,117,573**	**520,695,123**	**(83,192,373)**

[22] The 2016-17 Planned Spending under this Program included funding that Infrastructure Canada had determined it would not spend in 2016-17.

Green Infrastructure Fund (GIF):

Name of transfer payment program	Green Infrastructure Fund (Payments under this program are voted)
Start date	2009-10
End date	2022-23[23]
Fiscal year for terms and conditions	2013-14[24]
Strategic Outcome	Public Infrastructure for a More Prosperous Canada
Link to department's Program Alignment Architecture	Program 1.3: Investments in National Infrastructure Priorities
Description	This program supports environmental infrastructure projects that promote cleaner air, reduced greenhouse gas emissions and cleaner water. Targeted investments in green infrastructure can contribute to improving the quality of the environment and a more sustainable economy over the longer term. There are five eligible categories of investment: wastewater infrastructure, green energy generation infrastructure, green energy transmission infrastructure, solid waste infrastructure, and carbon transmission and storage infrastructure. By providing up to 50 percent federal funding on a cost-shared basis, the fund leverages additional investments from other partners. [25]
Results achieved	In 2016-17, Infrastructure Canada made progress in the implementation of the Green Infrastructure Fund: • 2 additional projects with a federal contribution of $96 million began construction; and • 15 projects with a federal contribution of $510 million and a total value of $6 billion are still underway. Since the program began in 2008-09, a total of 20 projects with a federal contribution of $744 million and total value of $2.43 billion have been approved under the program. 3 projects have already been completed. The largest categories of investment under the program are the

[23] The funding profile under the Green Infrastructure Fund was extended until 2022-23 for certain projects.

[24] Fiscal year in which the terms and conditions were last approved, continued or amended by Treasury Board or the Minister.

[25] Of the $1 billion originally allocated to the GIF, $169.98 million was transferred to other federal departments to support high-priority initiatives. These departments were Natural Resources Canada ($100 million for the Forestry Industry Transformation Program), Economic Development Agency of Canada for the Regions of Quebec ($30 million for the Temporary Initiative for the Strengthening of Quebec's Forest Economies and $18.15 million for the Natural Gas Pipeline between Vallée Jonction and Thetford Mines), and Aboriginal Affairs and Northern Development Canada ($21.83 million for the Beaufort Regional Environmental Assessment). These funds were reallocated through Estimates processes prior to 2015-16.

	following: Wastewater infrastructure, with a total federal investment of $295 million, and Green Energy infrastructure, with a total federal investment of $270 million. The implementation of the Green Infrastructure Fund has been slower than other programs. This is attributable to the nature of projects funded under this program which are innovative and often rely on newly developed technologies. Infrastructure Canada has met its targets under the program and will continue to oversee the implementation of project-specific agreements of the Green Infrastructure Fund, ensuring that the terms of agreements are respected and that claims for payment are processed efficiently.
Comments on variances	This program provides significant funding for large, complex projects. It is typical for these projects to require a significant amount of planning, design and procurement. These processes may occur, in whole or in part, after funding commitments are announced. Once contribution agreements for projects are signed with project proponents, the Government of Canada has a legal obligation to provide the committed funding in accordance with the terms of those agreements. Actual spending in 2016-17 was higher than planned due to the advancements in certain projects. For example, payments were made for an energy-related project that was not originally forecasted for this fiscal year.
Audits completed or planned	No Internal Audit has been conducted of this program.
Evaluations completed or planned	An evaluation of the Green Infrastructure Fund was completed in June 2016. An evaluation of the impacts of infrastructure funding in small communities, which will include Green Infrastructure Fund, is planned for completion in 2019-20.
Engagement of applicants and recipients	Although most funding has been committed, Infrastructure Canada worked with provinces to identify priorities for remaining funding. The Department also continued to work with recipients to flow funding, including final payments, and ensure that projects are closed.

Performance information (dollars)

Type of transfer payment	2014–15 Actual spending	2015–16 Actual spending	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	Variance (2016–17 actual minus 2016–17 planned)
Total grants						

Total contributions	36,863,072	11,378,170	19,311,935	85,738,101	44,958,101	25,646,166
Total other types of transfer payments						
Total program	**36,863,072**	**11,378,170**	**19,311,935**	**85,738,101**[26]	**44,958,101**	**25,646,166**

[26] The 2016-17 Total Authorities Available for Use under the Green Infrastructure Fund were increased in 2016-17 by the Government as additional funding was transferred from the New Building Canada Fund-Provincial-Territorial Infrastructure Component-National and Regional Projects to top-up funding for the Northumberland Strait Submarine Transmission System in Prince Edward Island (PEI Cable) project.

Inuvik to Tuktoyaktuk Highway Fund (Inuvik Tuk):

Name of transfer payment program	Inuvik to Tuktoyaktuk Highway Program (Payments under this program are voted)
Start date	2013-14
End date	2017-18[27]
Fiscal year for terms and conditions	2013-14[28]
Strategic Outcome	Public Infrastructure for a More Prosperous Canada
Link to department's Program Alignment Architecture	Program 1.3: Investments in National Infrastructure Priorities
Description	The objective of the Inuvik to Tuktoyaktuk Highway Program is to construct a 137 kilometre all-season road between Inuvik and Tuktoyaktuk. This includes upgrading a 19 kilometre access road to highway standards, as well as new embankment construction and related structures with final surface topping and additional work to return the land to its original state.
Results achieved	The highway is on track to open to the public in November 2017. To date there is 120km of completed embankment along with 8 bridges and 340 culverts. This work was completed with 74% of the workforce from the Inuvik region or other Northwest Territories communities. The project has provided 185 people with training or experience in a variety of areas, such as heavy equipment operation.
Comments on variances	Given positive work performance and project progress, adjustments were made to the terms and conditions for the Inuvik to Tuktoyaktuk Highway Program, which enabled Infrastructure Canada to pay a significant amount more than what was originally planned for 2016-17. .
Audits completed or planned	An internal audit of the Inuvik to Tuktoyaktuk Highway Control Framework was completed in January 2015. A combined audit and evaluation of the impacts of infrastructure in the North, which will include the Inuvik to Tuktoyaktuk Highway Program, is planned for completion in FY 2018-19.
Evaluations completed or planned	A combined audit and evaluation of the impacts of infrastructure in the North, which will include the Inuvik to Tuktoyaktuk Highway Program, is planned for completion in FY 2018-19.
Engagement of	INFC is working with partners and stakeholders to ensure timely

[27] The funding profile under the Inuvik to Tuktoyaktuk Highway Program is provided until 2017-2018.

[28] Fiscal year in which the terms and conditions were last approved, continued or amended by Treasury Board or the Minister.

applicants and recipients	completion of the Tuktoyaktuk Highway project.

Performance information (dollars)

Type of transfer payment	2014–15 Actual spending	2015–16 Actual spending	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	Variance (2016–17 actual minus 2016–17 planned)
Total grants						
Total contributions	79,275,000	51,375,000	14,250,000	57,000,000 [29]	57,000,000	42,750,000
Total other types of transfer payments						
Total program	**79,275,000**	**51,375,000**	**14,250,000**	**57,000,000**	**57,000,000**	**42,750,000**

[29] The 2016-17 Total Authorities Available for Use under the Inuvik to Tuktoyaktuk Highway Program were increased in 2016-17 as additional funding was needed to pay for higher than anticipated 2016-17 expenditures.

New Building Canada Fund-Provincial-Territorial Infrastructure Component-National and Regional Projects (PTIC-NRP):

Name of transfer payment program	New Building Canada Fund-Provincial-Territorial Infrastructure Component-National and Regional Projects (Payments under this program are voted)
Start date	2014-15
End date	2023-24
Fiscal year for terms and conditions	2016-17[30]
Strategic Outcome	Public Infrastructure for a More Prosperous Canada
Link to department's Program Alignment Architecture	Program 1.4: Large-Scale Infrastructure Investments
Description	This program provides funding to support infrastructure projects of national and regional significance that contribute to economic growth, a clean environment and stronger communities. The PTIC-NRP is an allocation-based program that recognizes and supports the important role that provinces, territories, and municipalities play in helping to build Canada's public infrastructure.
Results achieved	In 2016-17, Infrastructure Canada and its partners made progress in the implementation of the Provincial-Territorial Infrastructure Component-National and Regional Projects: • 91 additional projects with a federal contribution of $3.45 billion and a total value of $7.6 billion were approved. Since the program began in 2014-15, a total of 134 projects with a federal contribution of $4.24 billion. 2 projects have already been completed. The largest categories of investment under the program are the following: Highways and Major Roads infrastructure, with a total federal investment of nearly $1.3 billion, and Wastewater infrastructure, with a total federal investment of nearly $408 million.
Comments on variances	This program provides significant funding for large, complex projects. It is typical for these projects to require a significant amount of upfront planning, design and procurement. These processes may occur, in whole or in part, after funding commitments are announced. As a result, there is often a period of time that will pass between project announcements and the start of construction. Even when construction has started, a number of factors beyond the control of funding recipients

[30] Fiscal year in which the terms and conditions were last approved, continued or amended by Treasury Board or the Minister.

	can result in lower spending than forecasted. These factors include project delays resulting from inclement weather and from technical and other construction- related complexities that also cause construction delays, which in turn cause claims to lag and be submitted for reduced amounts. It is also important to note that actual spending lags behind the actual rate of construction of projects since recipients are reimbursed only once claims are submitted, even though eligible costs may have already been incurred. In addition, the 2016-17 Total Authorities Available for Use under this program increased as additional funding was obtained through 2016-17 Supplementary Estimates for two projects.
Audits completed or planned	An internal audit of the New Building Canada Fund – Management Control Framework was completed in October 2015. An Internal Audit of the New Building Canada Fund is scheduled for completion in FY 2018-19.
Evaluations completed or planned	An evaluation of the New Building Canada Fund, including PTIC-NRP, is planned for completion in FY 2017-2018. A combined audit and evaluation of the impacts of infrastructure in the North, which will include PTIC-NRP, is planned for completion in FY 2018-19. An evaluation to assess the impact of the department's programs on the largest cities in Canada, including PTIC-NRP, is scheduled for completion in FY 2019-20.
Engagement of applicants and recipients	Provinces and Territories are responsible for identifying and bringing forward their project priorities for federal consideration. INFC's website encourages eligible recipients interested in seeking funds under the PTIC-NRP to contact their provincial or territorial ministry responsible for infrastructure in order to determine the process for submitting project proposals. INFC engages with applicants and recipients on a regular basis as part of the implementation of the program.

Performance information (dollars)

Type of transfer payment	2014–15 Actual spending	2015–16 Actual spending	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	Variance (2016–17 actual minus 2016–17 planned)
Total grants						
Total contributions	11,066,545	41,528,898	5,983,297	422,481,554	119,970,867	113,987,570

Total other types of transfer payments						
Total program	**11,066,545**	**41,528,898**	**5,983,297**	**422,481,554** [31]	**119,970,867**	**113,987,570**

[31] The 2016-17 Total Authorities Available for Use under the New Building Canada Fund-Provincial-Territorial Infrastructure Component-National and Regional Projects were increased by the Government in 2016-17, as additional funding was obtained through 2016-17 Supplementary Estimates processes for two projects under the Investing in Canada Plan.

New Building Canada Fund-Provincial-Territorial Infrastructure Component-Small Communities Fund (PTIC-SCF):

Name of transfer payment program	New Building Canada Fund-Provincial-Territorial Infrastructure Component-Small Communities Fund (Payments under this program are voted)
Start date	2014-15
End date	2023-24
Fiscal year for terms and conditions	2016-17[32]
Strategic Outcome	Public Infrastructure for a More Prosperous Canada
Link to department's Program Alignment Architecture	Program 1.5: Infrastructure Investments in Smaller Communities and Rural Areas
Description	The PTIC-SCF represents 10 percent (10%) of the overall Provincial-Territorial Infrastructure Component funding envelope, and makes $964,240,000 in contribution funding available to provinces and territories for local infrastructure. This Sub-Program provides contribution funding for infrastructure projects in small communities with populations of 100,000 or less. Infrastructure Canada enters into funding agreements with provinces and territories for the implementation of the PTIC-SCF. In turn, the provinces and territories administer the project identification process in keeping with SCF program parameters. The PTIC-SCF is designed to leverage the resources and existing processes of provinces and territories in managing local projects, while ensuring federal accountability and oversight for the funding envelope.
Results achieved	In 2016-17, Infrastructure Canada and its partners made progress in the implementation of the Provincial-Territorial Infrastructure Component-Small Communities Fund: • 56 projects with a federal contribution of $25 Million and a total value of $66 Million were completed; • 172 additional projects with a federal contribution of $189 Million and a total value of $536 Million began construction; and • 484 projects with a federal contribution of $1.01 Billion and a total value of $2.64 Billion are still underway. Since the program began in 2014-15, a total of 548 projects with a federal contribution of $1.03 billion and total value of $2.7 billion have been approved under the program. A total of 64 projects have already been completed which represents 12 percent of approved projects. The largest categories of investment under the program are the following: Wastewater infrastructure, with a total federal investment of

[32] Fiscal year in which the terms and conditions were last approved, continued or amended by Treasury Board or the Minister.

	nearly $213 Million, and Highways and Roads infrastructure, with a total federal investment of over $195 Million.
Comments on variances	Provinces and territories were informed that they must prioritize their PTIC-SCF funding for eligible projects by March 31, 2018 and that all funds which are not formally prioritized by that date will be transferred to the Gas Tax Fund for use in the respective province or territory. Furthermore, a total of $591,755,302 was transferred into the PTIC-SCF from the PTIC-NRP, thereby increasing the total federal share committed for this program.
Audits completed or planned	An internal audit of the New Building Canada Fund – Management Control Framework was completed in October 2015. An Internal Audit of the New Building Canada Fund is scheduled for completion in FY 2018-19.
Evaluations completed or planned	An evaluation of the New Building Canada Fund, including PTIC-SCF, is planned for completion in FY 2017-18. A combined audit and evaluation of the impacts of infrastructure in the North, which will include PTIC-SCF, is planned for completion in FY 2018-19. An evaluation of the impacts of infrastructure funding in small communities, which will include PTIC-SCF, is planned for completion in FY 2019-20.
Engagement of applicants and recipients	INFC continues to collaborate with Provinces and Territories to ensure timely project approval. The provincial and territorial governments have been accepting project proposals through consultation and engagement with municipalities to identify priorities.

Performance information (dollars)

Type of transfer payment	2014–15 Actual spending	2015–16 Actual spending	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	Variance (2016–17 actual minus 2016–17 planned)
Total grants						
Total contributions	0[33]	12,093,038	152,943,606	113,768,736	113,768,736	(39,174,870)

[33] This was the first year of the program and there was no spending in 2014-15.

Total other types of transfer payments						
Total program	**0**[33]	**12,093,038**	**152,943,606**	**113,768,736**	**113,768,736**	**(39,174,870)**

New Building Canada Fund-National Infrastructure Component (NBCF-NIC):

Name of transfer payment program	New Building Canada Fund-National Infrastructure Component (Payments under this program are voted)
Start date	2014-15
End date	2023-24
Fiscal year for terms and conditions	2016-17[34]
Strategic Outcome	Public Infrastructure for a More Prosperous Canada
Link to department's Program Alignment Architecture	Program 1.3: Investments in National Infrastructure Priorities
Description	This program supports projects of national significance, that have broad public benefits, and that contribute to Canada's long-term economic growth and prosperity. The NBCF-NIC is a merit-based application-driven program, and as such there are no pre-determined provincial or territorial allocations.
Results achieved	In 2016-2017, Infrastructure Canada and its partners made progress as follows: ▪ 6 projects with a federal contribution of $1.58 billion and a total almost of $4.69 billion were approved. In general, the largest categories of investment under the program are the following: Highways and Major Roads infrastructure, with a total federal investment of just over $1.5 billion, and Marine infrastructure, with a total federal investment of nearly $112 million.
Comments on variances	This program provides funding for large, complex projects. It is typical for these projects to require a significant amount of upfront planning, and design. These processes may occur, in whole or in part, after funding commitments are announced. As a result, there is often a period of time that will pass between project announcements and the start of construction. Actual spending in 2016-17 was greater than planned due to advancements in two projects.
Audits completed or planned	An internal audit of the New Building Canada Fund – Management Control Framework was completed in October 2015. An Internal Audit of the New Building Canada Fund is scheduled for completion in FY 2018-19.
Evaluations completed or	An evaluation of the New Building Canada Fund, including NBCF-NIC, is

[34] Fiscal year in which the terms and conditions were last approved, continued or amended by Treasury Board or the Minister.

planned	planned for completion in FY 2017-18. NBCF-NIC will also be considered as part of the combined audit and evaluation of the impacts of infrastructure in the North scheduled for completion in FY 2018-19.
Engagement of applicants and recipients	Infrastructure Canada is no longer accepting applications under the NBCF –NIC. The Government is currently engaging provinces, territories, municipal and Indigenous leaders, as well as global institutional investors and other stakeholders to identify the right mix of infrastructure funding programs to meet Canadians' needs and to position Canada's economy for the future.

Performance information (dollars)

Type of transfer payment	2014–15 Actual spending	2015–16 Actual spending	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	Variance (2016–17 actual minus 2016–17 planned)
Total grants						
Total contributions	0	3,069,122	11,146,667	135,900,000	15,379,869	4,233,202
Total other types of transfer payments						
Total program	**0**[35]	**3,069,122**	**11,146,667**	**135,900,000**[36]	**15,379,869**	**4,233,202**

[35] This was the first year of the program and there was no spending in 2014-15.

[36] The 2016-17 Actual Spending is higher than the 2016-17 Planned Spending as there were more ongoing projects under this program than anticipated.

Public Transit Infrastructure Fund (PTIF):

Name of transfer payment program	Public Transit Infrastructure Fund
Start date	2016-17
End date	2019-20
Fiscal year for terms and conditions	2016-17[37]
Strategic Outcome	Public Infrastructure for a More Prosperous Canada
Link to department's Program Alignment Architecture	Program 1.3: Investments in National Infrastructure Priorities
Description	This program provides short-term funding of $3.4 billion to shorten commute times, cut air pollution, strengthen communities and grow Canada's economy. Infrastructure Canada enters into contribution agreements with all provinces and territories for the delivery of PTIF. In turn, provinces and territories enter into agreements with eligible ultimate recipients to manage projects. As this is a cost-share program, federal funding from all sources can be up to 50% in provinces and 75% in territories of total eligible costs per project. All eligible projects are approved for PTIF funding by Infrastructure Canada and provinces and territories are required to report on progress at least on a semi-annual basis. The PTIF is designed to leverage funding through project partners to accelerate investments in public transit, while ensuring federal accountability and oversight for the funding envelope.
Results achieved	All funding agreements with provinces and territories under PTIF have been signed by the applicable provinces and territories. During 2016-17, a total of 855 projects with a federal contribution of $1.99 billion and total value of $3.99 billion have been approved under the program, accounting for 59% of overall program funding. By March 31, 2017, construction had begun on 35 projects with a federal contribution of $162 million and a total value of $323 million.
Comments on variances	Funding agreements with Provinces and Territories were signed between June and September 2016. An agreement was not signed with Nunavut as it does not have a public transit system. Moreover, as of March 31, 2017, Provinces and Territories continued to submit project lists to account for their full allocation. As per the terms and conditions of the PTIF program, Infrastructure Canada reimburses eligible costs incurred within pre-defined cost

[37] Fiscal year in which the terms and conditions were last approved, continued or amended by Treasury Board or the Minister.

	sharing and stacking limits, following project approval. As such, actual spending was less than the total authorities available since few projects began incurring costs in 2016-17.
Audits completed or planned	Internal Audit of PTIF & CWWF - Approval Phase was undertaken and approved in December 2016. Internal Audit of PTIF & CWWF - Governance Phase was undertaken in FY 2016-17, approval will occur in FY 2017-18. Internal Audit of PTIF & CWWF – Payments and Reporting Phase is planned for completion in FY 2017-18. An internal audit of the overall program is scheduled for completion in FY 2019-20.
Evaluations completed or planned	A combined evaluation of the Public Transit Infrastructure Fund and the Clean Water and Wastewater Fund is planned for completion in FY 2021-22.
Engagement of applicants and recipients	Provincial and Territorial governments have been accepting project proposals through consultation and engagement with municipalities to identify priorities. To date, Infrastructure Canada has received project lists from all jurisdictions and continues to work with each jurisdiction to commit their full PTIF funding allocation.

Performance information (dollars)

Type of transfer payment	2014–15 Actual spending	2015–16 Actual spending	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	Variance (2016–17 actual minus 2016–17 planned)
Total grants						
Total contributions	0	0	0	844,414,816	37,169,257	37,169,257
Total other types of transfer payments						
Total program	**0**[38]	**0**[38]	**0**[38]	**844,414,816**[36]	**37,169,257**	**37,169,257**

[38] As the program was approved in April 2016, there was no 2014-15 and 2015-16 Actual Spending or 2016-17 Planned Spending included in the 2016-17 Report on Plans and Priorities. Funding for this program in 2016-17 was obtained through 2016-17 Supplementary Estimates processes as part of the Investing in Canada Plan Phase 1.

Clean Water and Wastewater Fund (CWWF):

Name of transfer payment program	Clean Water and Wastewater Fund
Start date	2016-17
End date	2019-20
Fiscal year for terms and conditions	2016-17[39]
Strategic Outcome	Public Infrastructure for a More Prosperous Canada
Link to department's Program Alignment Architecture	Program 1.3: Investments in National Infrastructure Priorities
Description	This program provides short-term funding of $2 billion to provide communities with more reliable water and wastewater systems so that both drinking water and effluent meet legislated standards. Infrastructure Canada enters into contribution agreements with all provinces and territories for the delivery of CWWF. In turn, provinces and territories enter into agreements with eligible ultimate recipients to manage projects. Under this cost-share program, federal funding from all sources can be up to 50% in provinces and 75% in territories of total eligible costs per project. All eligible projects are approved for CWWF funding by Infrastructure Canada and provinces and territories are required to report on progress at least on a semi-annual basis. The CWWF is designed to leverage funding through project partners to accelerate investments in capital water, wastewater, and storm water system projects, while ensuring federal accountability and oversight for the funding envelope.
Results achieved	All funding agreements with provinces and territories under CWWF have been signed by the applicable provinces and territories. During 2016-17, a total of 909 projects with a federal contribution of $1.26 billion and total value of $2.45 billion have been approved under the program, accounting for 64% of overall program funding. By March 31, 2017, construction had begun on 22 projects with a federal contribution of $24 million and a total value of $48 million. Two of these projects were completed in fall 2016.
Comments on variances	Funding agreements with Provinces and Territories were signed between June and September 2016. Moreover, as of March 31, 2017, Provinces and Territories continued to submit project lists to account for their full allocation.

[39] Fiscal year in which the terms and conditions were last approved, continued or amended by Treasury Board or the Minister.

	As per the terms and references of the CWWF program, Infrastructure Canada reimburses eligible costs incurred, within pre-defined cost sharing and stacking limits, following project approval. As such, actual spending was less than the total authorities available since few projects began incurring costs in 2016-17.
Audits completed or planned	Internal Audit of PTIF & CWWF - Approval Phase was undertaken and approved in FY 2016-17. Internal Audit of PTIF & CWWF - Governance Phase was undertaken in 2016-17, approval will occur in FY 2017-18. Internal Audit of PTIF & CWWF – Payments and Reporting Phase is planned for completion in FY 2017- 18. An internal audit of the overall program is scheduled for completion in FY 2019-20.
Evaluations completed or planned	A combined evaluation of the Public Transit Infrastructure Fund and the Clean Water and Wastewater Fund is planned for completion in FY 2021-22.
Engagement of applicants and recipients	Provincial and Territorial governments have been accepting project proposals through consultation and engagement with municipalities to identify priorities. To date, Infrastructure Canada has received project lists from all jurisdictions and continues to work with each jurisdiction to commit their full CWWF funding allocation

Performance information (dollars)

Type of transfer payment	2014–15 Actual spending	2015–16 Actual spending	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	Variance (2016–17 actual minus 2016–17 planned)
Total grants						
Total contributions	0	0	0	496,701,184	7,091,039	7,091,039
Total other types of transfer payments						
Total program	**0**[40]	**0**[40]	**0**[40]	**496,701,184**[38]	**7,091,039**	**7,091,039**

40 As the program was approved in April 2016, there was no 2014-15 and 2015-16 Actual Spending or 2016-17 Planned Spending included in the 2016-17 Report on Plans and Priorities. Funding for this program in 2016-17 was obtained through 2016-17 Supplementary Estimates processes as part of the Investing in Canada Plan Phase 1.

Asset Management Fund (AMF):

Name of transfer payment program	Asset Management Fund
Start date	2016-17
End date	2021-22
Fiscal year for terms and conditions	2016-17[41]
Strategic Outcome	Public Infrastructure for a More Prosperous Canada
Link to department's Program Alignment Architecture	Program 1.3: Investments in National Infrastructure Priorities
Description	The AMF provides $50 million for local asset management capacity building, supporting the development and implementation of municipal infrastructure asset management practices that will result in reliable data on infrastructure assets to bolster greater evidence-based decision making for strategic investments in communities across the country. Infrastructure Canada entered into an agreement with the Federation of Canadian Municipalities (FCM), which is responsible for delivering the program under the name of "Municipal Asset Management Program". The FCM will then transfer funding to recipient municipalities. Project selection is made at the municipal level, approved by the FCM and reported to the federal government.
Results achieved	Infrastructure Canada entered into an agreement with the FCM to act as a federal delivery partner to transfer funding from the AMF to municipalities.
Comments on variances	Infrastructure Canada and the FCM entered into an agreement in January 2017 to deliver the "Asset Management Fund". This caused delays in program launch which reduced certain administrative costs for 2016-17.
Audits completed or planned	No Internal Audit has been conducted of this program.
Evaluations completed or planned	A combined evaluation of the Asset Management Fund and the Capacity Building for Climate Change Challenges Fund is planned for completion in FY 2021-22.
Engagement of applicants and recipients	Infrastructure Canada continues to work with the FCM in the administration of the Asset Management Fund.

[41] Fiscal year in which the terms and conditions were last approved, continued or amended by Treasury Board or the Minister.

Performance information (dollars)

Type of transfer payment	2014–15 Actual spending	2015–16 Actual spending	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	Variance (2016–17 actual minus 2016–17 planned)
Total grants						
Total contributions	0	0	0	7,500,000	783,800	783,800
Total other types of transfer payments						
Total program	**0**[42]	**0**[42]	**0**[42]	**7,500,000**[40]	**783,800**	**783,800**

[42] As the program was approved in April 2016, there was no 2014-15 and 2015-16 Actual Spending or 2016-17 Planned Spending included in the 2016-17 Report on Plans and Priorities. Funding for this program in 2016-17 was obtained through 2016-17 Supplementary Estimates processes as part of the Investing in Canada Plan Phase 1.

Capacity Building for Climate Change Challenges Fund (CB3CF):

Name of transfer payment program	Capacity Building for Climate Change Challenges Fund
Start date	2016-17
End date	2021-22
Fiscal year for terms and conditions	2016-17[43]
Strategic Outcome	Public Infrastructure for a More Prosperous Canada
Link to department's Program Alignment Architecture	Program 1.3: Investments in National Infrastructure Priorities
Description	The Capacity Building for Climate Change Challenges Fund (CB3CF) provides $75 million to support increased municipal capacity to make low carbon and climate resilient infrastructure investments. Infrastructure Canada entered into an agreement with the Federation of Canadian Municipalities (FCM), which is responsible for delivering the program under the name of “Municipalities for Climate Innovation Program”. The FCM will then transfer funding to recipient municipalities. Project selection is made at the municipal level, approved by the FCM and reported to the federal government.
Results achieved	Infrastructure Canada entered into an agreement with the FCM to act as a federal delivery partner to transfer funding from the CB3CF to municipalities to help local governments understand and act on opportunities to reduce greenhouse gas emissions and strengthen municipal climate change resilience planning.
Comments on variances	Infrastructure Canada and the FCM entered into an agreement in January 2017 to deliver this program. This caused delays in program launch which reduced certain administrative costs for 2016-17.
Audits completed or planned	No Internal Audit has been conducted of this program.
Evaluations completed or planned	A combined evaluation of the Asset Management Fund and the Capacity Building for Climate Change Challenges Fund is planned for completion in FY 2021-22.
Engagement of applicants and recipients	Infrastructure Canada continues to work with the FCM in the administration of this program.

[43] Fiscal year in which the terms and conditions were last approved, continued or amended by Treasury Board or the Minister.

Performance information (dollars)

Type of transfer payment	2014–15 Actual spending	2015–16 Actual spending	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	Variance (2016–17 actual minus 2016–17 planned)
Total grants						
Total contributions	0	0[42]	0[42]	11,250,000[42]	738,700	738,700
Total other types of transfer payments						
Total program	**0[44]**	**0[44]**	**0[44]**	**11,250,000[42]**	**738,700**	**738,700**

[44] As the program was approved in April 2016, there was no 2014-15 and 2015-16 Actual Spending or2016-17 Planned Spending included in the 2016-17 Report on Plans and Priorities. Funding for this program in 2016-17 was obtained through 2016-17 Supplementary Estimates processes as part of the Investing in Canada Plan Phase 1.

Departmental Sustainable Development Strategy

1. Overview of the Federal Government's Approach to Sustainable Development

The Federal Sustainable Development Strategy (FSDS) 2013–2016 presents the Government of Canada's sustainable development activities, as required by the *Federal Sustainable Development Act* (FSDA). In keeping with the objectives of the *Act* to make environmental decision making more transparent and accountable to Parliament, [name of department] supports the implementation of the FSDS through the activities found in this supplementary information table.

2. **Our Departmental Sustainable Development Strategy**

Infrastructure Canada's Departmental Sustainable Development Strategy (DSDS) contains our actions in support of the following Themes: Theme IV – Shrinking the Environmental Footprint – Beginning with Government. The DSDS report for 2016-2017 presents a high level overview of results over and above those reported on in detail last year. Last year's DSDS progress report can be found here: http://www.infrastructure.gc.ca/pub/dpr-rmr/2016/2016-supp-eng.html#departmental.

3. Infrastructure Canada's Highlights for Theme IV

Green Procurement Reporting for Departments and Agencies not bound by the *Federal Sustainable Development Act.*

Infrastructure Canada is committed to addressing the Policy on Green Procurement. As such, the Department has continued to consider environmental aspects in its procurement of goods decision-making processes.

FSDS goal	FSDS target	FSDS performance indicator	FSDS performance results
Goal 7: waste and asset management **Reduce waste generated, and minimize the environmental impacts of assets throughout their life cycle.**	Target 7.2: green procurement As of April 1, 2014, the Government of Canada will continue to take action to embed environmental considerations into public procurement, in accordance with the federal Policy on Green Procurement.	Departmental approach to further the implementation of the Policy on Green Procurement in place. Number and percentage of specialists in procurement and materiel management who have completed the Canada School of Public Service Green Procurement course or equivalent, in the given fiscal year.	Infrastructure Canada has continued to address the Policy on Green Procurement. There were four procurement specialists in 2016-17. 100% of which had taken the Canada School of Public Service Green Procurement course.

		Number and percentage of managers and functional heads of procurement and materiel management whose performance evaluation includes support and contribution toward green procurement, in the given fiscal year. Departmental performance indicators for departmental green procurement targets: Percentage of goods contracts that are compliant with green procurement policy.	Performance evaluation of managers and functional heads of procurement and materiel management did not include support or contribution toward green procurement, as incumbents in some positions were in transition. 81% of the Department's goods procurement were compliant with green procurement policy.

Theme IV - Implementation Strategy Performance Summary 2016 – 2017

- Supplier's lists for mandatory commodities under Public Services and Procurement Canada are used and have pre-established provisions for green procurement.
- The Department has continued to purchase and lease energy-efficient equipment from companies that support environmental programs that have recycled content and recycling programs. The equipment uses multi-function photocopiers and printer machines to reduce energy consumption, uses recycled toner cartridges, implements a policy on standard shared printers versus personal printers, and ensures that default settings on printers and photocopiers are set to print double-sided, and on black and white colour.
- The Department has combined photocopiers and printers, reducing the number of devices plugged in to reduce plug-load demand, i.e. contributing to lower energy consumption.
- The Department has continued to implement material recycling bins in all locations, and ensures that all defective and end-of-life telecommunications devices and accessories are sent to vendors for recycling where they are re-used as telecommunications devices.
- Meetings and conference organizers are encouraged to make arrangements according to green procurement principles, to reduce the use of disposable dishes that go into landfills, and to purchase goods from companies that offer green catering.
- Video conferences and teleconferences have continued to be promoted as an alternative to travel, and government travel services have continued to be used to promote sustainable methods of transportation, and the use of green hotels.

4. Report on Strategic Environmental Assessment (SEA)

The *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*[i] states that a Strategic Environmental Assessment (SEA) is required when the implementation of a proposal

submitted to an individual minister or Cabinet for approval may result in important environmental effects, either positive or negative. To ensure that the Cabinet Directive is being met, the Department undertakes a preliminary scan to identify the potential for important environmental effects when preparing a Memorandum to Cabinet and for other policy, plan and program initiatives, as appropriate. Should the potential for significant environmental impacts be identified and/or there is a high level of uncertainty or risk associated with the proposal, a SEA is carried out.

Infrastructure Canada will continue to ensure that its decision-making process includes consideration of the FSDS goals and targets through the SEA process. A SEA for policy, plan or program proposals includes an analysis of the impacts of the given proposal on the environment, including on the FSDS goals and targets.

Status Report on Transformational and Major Crown Projects

Project name	New Champlain Bridge Corridor Project
Description	The existing Champlain Bridge is one of the busiest bridges in Canada with traffic estimated at over 40 million vehicles per year. It is a major Canada-United States trade corridor, handling $20 billion of international trade and 11 million transit commuters per year. The New Champlain Bridge Corridor (NCBC) Project addresses the need to replace the Champlain Bridge and the temporary causeway (which was built as a temporary replacement to the Île-des-Soeurs Bridge), both having reached the end of their useful lives. The Project also offers an efficient solution to the movement of goods and people by widening the federally owned A15 Highway to a six-lane capacity. The NCBC project continues to be successfully implemented as a Public Private Partnership (P3) procurement model.
Project outcomes	• Maintain the Safety and Efficiency of the Corridor; • Foster Sustainable Development and Urban Integration within the Montreal area; • Improving the flow of people and goods in the Montreal area; • Improving the safety of users through modern design aspects; • Designing bridges to connect Montreal with Île-des-Soeurs and the south shore with 125 year life expectancies.
Industrial benefits	Replacing the existing infrastructures, as well as widening the A15 Highway will mitigate any risk of disrupting the trade corridor and will improve the flow of traffic. The project provides significant opportunities for local business to participate, notably in construction related aspect of the project’s implementation. The NCBC Project will provide lasting economic benefits to the municipalities on each side of the river and more broadly to the region as a whole.
Sponsoring department	Infrastructure Canada
Contracting authority	Public Services and Procurement Canada
Participating departments	Public Services and Procurement Canada; Justice Canada; Fisheries and Oceans Canada; Environment and Climate Change Canada

<table>
<tr><td>Prime contractor</td><td>Private Partner
Signature on the Saint Lawrence Group
8, place du commerce
Montréal, Québec H3E 1P4
Project Financial and Business Advisor
Price Waterhouse Coopers
18 York St., Suite 2600
Toronto, ON M5J 0B2
Owner’s Engineer
Arup Canada Inc.
600 Boulevard de Maisonneuve West, Office 750
Montréal, QC H3A 3J2</td></tr>
<tr><td>Major subcontractors</td><td>N/A</td></tr>
<tr><td>Project phase</td><td>The Private Partner advanced the construction of the project. The project team oversaw the implementation of the Project Agreement and managed agreements with external entities.</td></tr>
<tr><td>Major milestones</td><td><table>
<tr><th>Milestone</th><th>Date</th></tr>
<tr><td>Environmental assessment is completed</td><td>October 2013</td></tr>
<tr><td>Launch of the procurement process – Request for Qualifications</td><td>March 2014</td></tr>
<tr><td>Beginning of acquisition of land</td><td>June 2014</td></tr>
<tr><td>Announcement of the design specifications for the New Bridge for the St. Lawrence</td><td>June 2014</td></tr>
<tr><td>Announcement of the three consortia invited to participate in the Request for Proposals process</td><td>July 2014</td></tr>
<tr><td></td><td></td></tr>
<tr><td>Announcement of the Preferred Proponent and beginning of the Early Work Agreement</td><td>April 2015</td></tr>
<tr><td>Signature of Project Agreement with the Private Partner and beginning of construction</td><td>June 2015</td></tr>
<tr><td>Scheduled completion of the construction of the New Champlain Bridge</td><td>December 2018</td></tr>
<tr><td>Scheduled completion of the construction of the Corridor</td><td>October 2019</td></tr>
</table></td></tr>
<tr><td>Progress report and explanation of variances</td><td>Necessary authorities were provided in December 2013, April 2014, and June 2015 to carry out the NCBC project.
Budget 2014 supported the NCBC project by providing $165 million over a period of two years, in order to take on the preparatory work required for the project. Subsequent approval for expenditure</td></tr>
</table>

	authority was provided. • The construction cost for Canada was estimated at between $3 billion and $5 billion. In 2015, the Government of Canada confirmed that the project cost was $4,239 billion. • In April 2014, approval was provided to begin the acquisition of properties, as required for the Project. • In June 2015, the Government of Canada entered into a 34 year contractual agreement with a private partner, Signature on the Saint-Laurent Group. The Private Partner is responsible for carrying out the design, construction, financing, operation and maintenance work for the project. • The project is currently being implemented through a P3 contract.

Response to parliamentary committees and external audits

Response to parliamentary committees
There were no parliamentary committee reports requiring a response in 2016–17.

Response to audits conducted by the Auditor General (including to the Commissioner of the Environment and Sustainable Development)

2016-2017 Auditor General Reports

There were no audits in 2016-17 requiring a response.

2015-2016 OAG Audit of Public Accounts
Independent Auditor's Opinion, Section 12 - Infrastructure and Communities

The Audit of Public Accounts was tabled in Fall 2016. The purpose of the audit was to express an opinion on whether the consolidated financial statements are fairly presented.

The auditor's opinion was that the consolidated financial statements present fairly, in all material respects, the financial position of the Government of Canada as at 31 March 2016.

There were no recommendations for Infrastructure Canada.

2016 Spring Reports of the Commissioner of the Environment and Sustainable Development

Report 1 - Federal Support for Sustainable Municipal Infrastructure

The audit assessed whether the objectives of the Gas Tax Fund and the Green Municipal Fund were being achieved, as well as whether Infrastructure Canada, working in collaboration with others, adequately coordinated the key federal programs under its responsibility.

There were three recommendations to Infrastructure Canada from the Commissioner of the Environment and Sustainable Development in 2016-2017 with respect to the Audit of Federal Support for Sustainable Municipal Infrastructure. Infrastructure Canada's response to the audit can be found on the Office of Auditor General of Canada Website. The recommendations, as well as the departmental response from May 2016, are summarized as follows:

Recommendation 1.29

Infrastructure Canada should work with the agreement signatories to develop an effective performance measurement strategy so that it has the information it needs to determine whether the objectives of the Gas Tax Fund have been achieved and to take corrective action when necessary. Infrastructure Canada should use this information to report on Gas Tax Fund outcomes to Parliament and the Canadian public.

Departmental Response

Infrastructure Canada will work with signatories to develop an appropriate and effective performance measurement strategy to measure the outcomes.
The Department will implement a more practical performance reporting strategy for the Fund and will

move forward with the three specific and measurable outcomes below:

- provide municipalities with access to a predictable source of funding,
- invest in community infrastructure, and
- support and encourage long-term municipal planning and asset management.

The Department will work with signatories to collect the results of their next outcomes reports in 2018, and will use the performance information submitted by the provinces to report to Parliament and Canadians on the outcomes through the Departmental Results Report.

Recommendation 1.91

To support strategic and coordinated funding decisions, Infrastructure Canada should work with Statistics Canada and other parties, as necessary, to build a source of standardized, reliable, and regularly updated information on the inventory and condition of Canada's core public infrastructure.

Departmental Response:

In 2016, the Department will work with Statistics Canada to develop an action plan with implementation to follow in 2017.

Recommendation 1.100

Infrastructure Canada, in collaboration with its federal, provincial, territorial, and municipal partners, should:

a) clarify the federal roles and responsibilities in relation to those of the other players making decisions related to municipal infrastructure funding, including identifying and managing environmental risks, such as those linked to climate change;
b) address their needs for better information about municipal funding requirements, including nationally consistent asset inventories;
c) provide support to municipalities in their adoption of good practices for asset management;
d) clarify the federal roles in promoting the use of innovative approaches to municipal infrastructure projects that contribute to environmental and financial sustainability; and
e) provide a long-term vision outlining federal infrastructure priorities, with clear objectives, performance measures, and accountability.

Departmental Response:

a) Identification and consideration of environmental risks remain the responsibility of the asset manager. In the context of current programs, the federal role is to confirm that applicable risks, including environmental risks, have been considered by the asset owner and that it has taken measures to address those risks. This will be reflected more clearly in the context of applicable program information for asset managers and project proponents to be developed, in respect of new programming, or revised, in respect of current programming, over the 2016-17 fiscal year.

b) Recognizing the need for improved data to support evidence-based decision making, the Department will work with Statistics Canada to develop plans to meet the Budget 2016 commitment, which was to improve infrastructure-related data, with implementation to follow in 2017.

c) Budget 2016 announced $50 million in new funding for a new asset management fund designed to support the development and implementation of municipal infrastructure asset management practices, and data collection on infrastructure assets. Support for asset management is also reflected under the

newly announced Public Transit Infrastructure Fund and the Clean Water and Wastewater Fund. The implementation of these funds will begin in the 2016-2017 fiscal year and take place over the following five years.

Under the Gas Tax Fund, funding is available for municipalities to improve their asset management planning. All signatories have committed to ensure progress on the state of asset management planning by municipalities and will report on progress in 2018.

d) As identified in Budget 2016, Phase 2 of the federal government's infrastructure plan signaled that the federal government will work over the next year with partners to examine new innovative financing mechanisms to increase the long-term affordability and sustainability of infrastructure in Canada.

e) As part of the engagement on Phase 2, beginning in the spring of 2016, the Government of Canada will work with its provincial, territorial, municipal, and Indigenous partners, as well as other stakeholders, to determine longer-term infrastructure priorities through a clear identification of federal role and responsibilities, as well as federal and mutually identified objectives and outcomes. Phase 2 of the long-term plan will be introduced in 2017.

Report 2—Mitigating the Impacts of Severe Weather

This audit focused on the federal government's actions to support Canada's long-term mitigation efforts. It examined key federal organizations' data, information, tools, and funding that could help decision makers mitigate the effects of severe weather. The audit also examined whether the federal government was meeting its responsibilities to make Canada's infrastructure more resilient against severe weather events. Federal organizations audited were Environment and Climate Change Canada (formerly Environment Canada), Public Safety Canada, National Research Council Canada, Natural Resources Canada, and Infrastructure Canada. More specifically, the audit scope included federal funding programs of Public Safety Canada and Infrastructure Canada, including the New Building Canada Fund, that help provinces and territories increase infrastructure resilience against severe weather effects.

The audit concluded that the federal government has not provided adequate information and tools needed to support decision makers in their long-term efforts to mitigate the effects of severe weather. It also concluded that the federal government has not put in place funding provisions to significantly improve the resilience of Canada's infrastructure.

Overall, the Commissioner of the Environment and Sustainable Development concluded that the federal government has not made it a priority to help decision makers mitigate the anticipated impacts of severe weather.

There were no recommendations for Infrastructure Canada.

Response to audits conducted by the Public Service Commission of Canada or the Office of the Commissioner of Official Languages

There were no audits in 2016–17 requiring a response.

Internal audits and evaluations

Internal audits completed in 2016–17

Title of internal audit	Internal audit type	Completion date
Internal Policy Administration Review - Phase II	Advisory Engagement	June 2016
Audit of Internal Controls over Financial Reporting – Selected Business Processes http://www.infrastructure.gc.ca/pd-dp/ia-vi/2016-icfr-cirf-eng.html	Internal Controls	June 2016
Information and Data Management Practices	Advisory Engagement	December 2016
Just-in-Time Audit of PTIF & CWWF - Approval Phase	Internal Controls	December 2016

Evaluations in progress or completed in 2016–17

Title of evaluation	Status	Deputy head approval date	Link to the department's programs
Evaluation of Green Infrastructure Fund http://www.infrastructure.gc.ca/pub/other-autre/green-eval-verte-table-eng.html	Completed	June 2016	Investments in National Infrastructure Priorities
Advisory engagement for a Performance Measurement initiative at Infrastructure Canada	Completed	Step 1 was completed in February 2017. Step 2 is in progress and will be completed in September 2017.	All Infrastructure Canada programs and internal services
Evaluation of the New Building Canada Fund	In progress	September 2017	Investments in National Infrastructure Priorities

Horizontal Initiatives

To be provided by Policy

[i] Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals: https://www.canada.ca/en/environmental-assessment-agency/programs/strategic-environmental-assessment/cabinet-directive-environmental-assessment-policy-plan-program-proposals.html

Infrastructure Canada

2016–17

Departmental Results Report

A. Sohi

The Honourable Amarjeet Sohi
Minister of Infrastructure and Communities

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Minister's message



As Canada's Minister of Infrastructure and Communities, I am pleased to present Infrastructure Canada's Departmental Results Report for 2016-2017.

Formerly known as the "Departmental Performance Report", this new, simplified report tells our performance story in a clear and balanced way, based on the objectives laid out in our 2016-2017 Report on Plans and Priorities.

This year has been one of great progress and accomplishments. The next phase of our Investing in Canada plan was announced in Budget 2017. Through this new plan, the government will invest more than $180 billion in infrastructure for Canadian communities. This will help us achieve our overarching goals to reduce greenhouse gas emissions, build strong, inclusive communities and grow Canada's economy. It will lead to shared growth and will create opportunities for the middle class and those working hard to join it.

We have been working with our partners to set priorities for a new era of infrastructure investment, focussing on public transit, green infrastructure, social infrastructure, trade and transportation infrastructure, and rural and northern communities.

Our progress on our Budget 2016 commitments continues to advance. We signed bilateral agreements with all provinces and territories to invest $3.4 billion through the Public Transit Infrastructure Fund, and $2 billion through the Clean Water and Wastewater Fund. As of mid-October 2017, $4.1 billion in funding was approved for 3,399 projects across the country through these two new programs. We also worked to accelerate funding under the New Building Canada Fund to address the most pressing infrastructure needs of our partners.

In addition, we continued to oversee the Toronto Waterfront Revitalization Initiative, as well as two critical projects that will improve key trade corridors for Canada: the New Champlain Bridge in Montréal and the new Gordie Howe International Bridge between Windsor and Detroit.

I am pleased to report that we introduced two new initiatives this year: the Canada Infrastructure Bank, which will provide a new tool for our partners to finance and build

more infrastructure; and the Smart Cities Challenge, which will encourage communities, large and small, to take bold action to improve outcomes for their residents by applying a smart city approach that leverages connected technology and data.

In the coming year, I will continue to meet the commitments outlined in my mandate letter. I am confident that my colleagues at Infrastructure Canada will support me in delivering the investments that will transform the way Canadians live, move and work, ensuring that Canada's communities continue to be great places to call home.

A. Sohi

The Honourable Amarjeet Sohi, P.C., M.P.

Minister of Infrastructure and Communities

Results at a glance

Key Departmental Achievements

- ✓ Began implementing the Investing in Canada Plan as the lead department for this Government of Canada initiative.
- ✓ Delivered the initial phase of the Investing in Canada Plan by launching four new transfer payment programs, accelerating funding under existing programs, transferring funds from older programs and removing the P3 screen. Altogether, Infrastructure Canada committed approximately $9 billion for almost 2,000 new projects, representing over $22 billion in overall infrastructure investments – in addition to ongoing payments from the federal Gas Tax Fund. This is a seven-fold increase in total funding commitments compared to last year.
- ✓ Explored new approaches to infrastructure funding and financing by working towards the creation of the Smart Cities Challenge and the new Canada Infrastructure Bank.
- ✓ Made progress towards a results culture by collaborating with federal partners to develop a horizontal reporting framework for the Investing in Canada Plan.
- ✓ Worked with Statistics Canada to develop and launch Canada's Core Public Infrastructure Survey. The Survey will provide a national picture of the current state and performance of infrastructure across Canada, and will be the first national survey regarding core public infrastructure.
- ✓ Celebrated the one-year anniversary of the beginning of the construction of the New Champlain Bridge Corridor project in July 2016 and marked important milestones such as, the installation of key components of the bridge's main pylon.
- ✓ Continued to work with the Windsor–Detroit Bridge Authority, the State of Michigan, the U.S. Government, and Canadian federal partners to advance the Gordie Howe International Bridge project and completed the purchase of all Canadian properties required for the border crossing.

What funds were used in 2016–17?	Who was involved in 2016–17?
$3,207,766,272	385
Actual Departmental Spending	**Actual Departmental Full-Time Equivalents**

For more information on the Department's plans, priorities and results achieved, see the "Results: what we achieved" section of this report.

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Raison d'être, mandate and role: who we are and what we do

Raison d'être

The key to building Canada for the 21st century is a strategic and collaborative long-term infrastructure plan that builds cities and communities that are economically vibrant, strategically planned, sustainable and inclusive. Infrastructure Canada works in partnership with all orders of government and other partners to enable investments in economic, social and green infrastructure as well as the infrastructure needed to increase trade and economic growth.

Mandate and role

Public infrastructure provides a foundation to help Canadians maintain and improve their quality of life. The federal government's interest originates from its jurisdictional responsibilities for trade and security, its fiduciary responsibility to First Nations living on-reserve, and the role that public infrastructure plays in addressing Canada's national priorities of growing the economy and protecting the environment. Strategic infrastructure investments are needed to create jobs, build sustainable communities and support economic growth for years to come. Infrastructure investments help address complex challenges that Canadians face every day – ranging from the rapid growth of our cities, to climate change, and threats to our water and land.

Infrastructure Canada provides long-term predictable support to help Canadians benefit from world-class, modern public infrastructure. The Department achieves this by making investments, building partnerships, developing policies, delivering programs, and fostering knowledge about public infrastructure in Canada. Since it was established in 2002, the Department has been managing federal infrastructure investments by working with provinces, territories, municipalities, other federal departments and agencies, the private sector and non-profit organizations to help support sustained economic growth, build stronger, more inclusive communities, and create more middle-class jobs for Canadians.

In the spring of 2016, the Government of Canada announced the initial phase of a new long-term infrastructure plan—the Investing in Canada plan—with close to $12 billion to be invested in public transit, green infrastructure and social infrastructure. Through the 2016 Fall Economic Statement and Budget 2017, the Government of Canada announced its long-term vision for the plan and committed to invest an additional $81 billion through

to 2027-2028 in public transit; green infrastructure; social infrastructure; trade and transportation infrastructure; and rural and northern communities. Infrastructure Canada will be at the forefront, helping the Government deliver on these new initiatives. The Government also announced a proposal to establish two new innovative initiatives: the Canada Infrastructure Bank and the Smart Cities Challenge.

Investing in Canada: A Transformational Infrastructure plan

In Budget 2016, the government made immediate investments of $11.9 billion in public transit, green infrastructure and social infrastructure. The 2016 Fall Economic Statement and Budget 2017 proposed an additional $81 billion through to 2027-28 in public transit; green infrastructure; social infrastructure; trade and transportation infrastructure; and rural and northern communities. Taking into account existing infrastructure programs, the government will be investing more than $180 billion over 12 years.

Back in 2011, the Government of Canada committed to building a new bridge over the St. Lawrence River to ensure safe and efficient transportation for commuters, public transit users and commercial vehicles. Infrastructure Canada is the project authority responsible for delivering the New Champlain Bridge Corridor project in Montréal, Quebec. The existing Champlain Bridge is one of the busiest bridges in Canada, with over 40 million vehicles and 11 million transit commuters per year. It is also a major Canada-United States trade corridor, handling $20 billion of international trade annually. This project includes the construction of a new Champlain Bridge to be completed in 2018, as well as major improvements to the traffic corridor leading to the bridge to be completed in 2019. These include a widening of the federally-owned portion of the A-15 Highway and the replacement of the Nuns' Island (Île-des-Soeurs) Bridge, scheduled for completion in 2019. The new Champlain Bridge will increase the capacity and efficiency of our gateway and corridor infrastructure regionally and nationally.

On November 4, 2015, the Minister of Infrastructure and Communities was given responsibility for the Gordie Howe International Bridge project between Windsor, Ontario, and Detroit, Michigan. This is our most important trade corridor, with our largest trading partner. Nearly 30 percent of Canada-United States trade by truck goes through Windsor–Detroit, representing approximately $100 billion per year of merchandise trade. This project, the largest bi-national infrastructure project along the Canada–United States border, will connect Highway 401 in Ontario and the Interstate system in Michigan and improve border processing and capacity. The Windsor–Detroit Bridge Authority, a Crown corporation, is responsible for delivering this project, which will help create

thousands of construction jobs and long-term employment opportunities on both sides of the border.

Also on November 4, 2015, the Minister of Infrastructure and Communities was designated as the Minister responsible for federal matters relating to the Toronto Waterfront Revitalization Initiative. The Government of Canada, the Province of Ontario and the City of Toronto created Waterfront Toronto in 2001 through provincial legislation to oversee and lead the renewal of Toronto's waterfront. The key drivers of the waterfront revitalization are reconnecting people with the waterfront, design excellence, sustainable development, economic development and fiscal sustainability.

For more general information about the Department, please consult the "Supplementary information" section of this report. For more information on the Department's organizational mandate letter commitments, see the Minister's mandate letter.[i]

Operating context and key risks

Operating context

Canadians recognize the value of high-quality infrastructure. They know that improved infrastructure can generate long-term economic and social benefits for their communities. Climate change, emerging technologies, increasing urbanization, evolving social and capital needs, and challenges in rural and northern communities influence the kind of infrastructure needed in the 21st century. These external factors drive the need for a comprehensive long-term infrastructure plan.

Through the Investing in Canada Plan, the Government of Canada is making historic new investments in infrastructure to build the cities of the 21st century and provide communities across the country with the tools they need to innovate and prosper. To do this, the federal government is investing more than $180 billion over 12 years in five key areas: public transit; green infrastructure; social infrastructure; trade and transportation infrastructure; and rural and northern communities. To align with the new investments, Infrastructure Canada has made changes to its existing transfer payment programs to make them more flexible and responsive. Critical trade infrastructure continues to receive special attention, as Infrastructure Canada continues to oversee the New Champlain Bridge Corridor project and support the Windsor–Detroit Bridge Authority in advancing the Gordie Howe International Bridge project.

Infrastructure Canada works with many partners, including provinces, territories and municipalities, as the majority of its programs are cost-shared with other levels of government. Once federal funding is known and committed, parties can plan and prioritize work. In general, a number of pre-planning activities must take place before actual construction of an infrastructure project gets underway. As a result, there may be a lag between when the funding was committed to actual project start date. The Department's infrastructure programs are currently designed in a way that funds flows from Infrastructure Canada based on requests for reimbursements.

Key risks

Infrastructure Canada applies a comprehensive approach to identify, assess and manage risks at the strategic, operational, program and project levels. This includes conducting regular environmental scans with the direct participation of senior management. The table below provides an overview of key corporate risks and the results of risk response strategies. As in previous years, the Department has reviewed and updated risks in the context of emerging environmental risk factors and progress made by implementing risk responses.

Risks	Mitigating strategy and effectiveness	Link to the Department's programs	Link to mandate letter commitments or to government-wide and departmental priorities
Timely delivery of the New Champlain Bridge Corridor project	To ensure the timely delivery of the new Champlain Bridge, Infrastructure Canada continued to oversee the Public-Private-Partnership Project Agreement with the Signature on the Saint Lawrence Group. Specific measures included: • Close monitoring of the project to ensure that the private partner conducts the work as agreed under the terms of the Project Agreement; • Day-to-day management of the project; • Using the established interdepartmental governance structure to provide strategic direction; and • Making timely decisions to address operational issues and resolve problems as they arise.	PAA Program 1.6 New Bridge for the St. Lawrence Corridor project	Mandate letter commitment to move forward on a toll-free replacement for the Champlain Bridge Departmental Priority 2 as stated in the 2016–17 Report on Plans and Priorities
Sufficient capacity for the effective delivery of new funding related to the Government's long-term infrastructure plan and the New Building Canada Fund (including program enhancements) might not be maintained due to constrained operating budgets	Employees who administer sunsetting programs were also assigned to new programs, which are designed and administered in close collaboration with provinces and territories. The Department entered into contribution agreements with the Federation of Canadian Municipalities to deliver two new programs. Finally, new teams were created to advance the Canada Infrastructure Bank and the Smart Cities Challenge. These teams report directly to the Deputy Minister. We achieved efficiencies in program delivery by adopting a full project lifecycle approach and streamlining the Project Review Panel process. Positive best practices were also adopted. Having analysts focus exclusively on specific programs has resulted in increased knowledge and	PAA Program 1.3 Investments in National Infrastructure Priorities PAA Program 1.4 Large-Scale Infrastructure Investments PAA Program 1.5 Infrastructure Investments in Small Communities and Rural Areas	Mandate letter commitment to develop a long-term plan to deliver significant new infrastructure funding to provinces, territories and municipalities Departmental Priority 1 as stated in the 2016-17 Report on Plans and Priorities

	information sharing, which in turn, has resulted in better decision-making.		
Timely delivery of services and solutions within the Department to support internal business pressures while contributing to current and future large-scale, whole-of-government initiatives	Infrastructure Canada ensured that it had adequate resources to deliver timely Information Management/ Information Technology, Communication Services, Human Resources, Finance and other enabling services, in support of new and ongoing business requirements. In particular, the Department continued to foster a strong relationship with Shared Services Canada and Public Services and Procurement Canada, and to regularly inform employees about change. The Department's governance structure is uniquely accessible to all employees, allowing for problems to be identified and addressed more efficiently. The Department's planning mechanisms evolved to strengthen the linkages between the Mandate letter, the Departmental Plan, the Integrated Business Plan and employees' Performance Management Agreements. In response to the new Policy on Results, the Department started the development of a Departmental Reporting Framework.	Internal Services	Departmental Priority 4 as stated in the 2016–17 Report on Plans and Priorities
Timely request for approvals of the required Government Authorities to advance the Gordie Howe International Bridge project	When the Request for Proposal process is concluded and a private sector partner is selected, Treasury Board authority will be required prior to entering into a contract. To mitigate possible delays, Infrastructure Canada and the Windsor-Detroit Bridge Authority have developed a project schedule to manage the steps and timelines leading up to the signing of the P3 contract.	PAA Program 1.4 Large-Scale Infrastructure Investments	Departmental Priority 3 as stated in the 2016–17 Report on Plans and Priorities

Other risk control measures

One of Infrastructure Canada's key risk control measures related to implementing transfer payment programs is the Project Review Panel (PRP). The PRP provides assurance to the Deputy Minister and the Minister that, for each project within the Minister's delegated authority, an independent challenge function is performed by senior management (and two independent external members). It also provides assurance that the authority for the Minister to proceed without Treasury Board approval is documented and fully justified. The PRP supports the Department in its need for rigorous due diligence and efficient and effective program management and delivery. The PRP has demonstrated its capacity to review, perform its challenge function and either send back or recommend for approval a large number of projects within a short period of time. A project is typically reviewed by the PRP at two stages: first, to recommend the project to the Minister for approval-in-principle, and second, before the legally binding contribution agreement is signed.

In 2016–17, there were 60 PRP meetings held with the following results:

- 118 projects were recommended for approval-in-principle under the Building Canada Fund – Major Infrastructure Component, and the New Building Canada Fund – Provincial-Territorial Infrastructure Component – National and Regional Projects;
- 215 projects were recommended under the New Building Canada Fund – Provincial-Territorial Infrastructure Component – Small Communities Fund;
- 955 projects were recommended under the Clean Water and Wastewater Fund;
- 896 projects were recommended under the Public Transit Infrastructure Fund;
- and 11 projects were reviewed and recommended that required Treasury Board approval through a streamlined process.

For the majority of its programs, Infrastructure Canada enters into an agreement that includes a maximum federal contribution, which is used to reimburse eligible project costs after they are incurred and paid by the recipient or when specific progress have been achieved on program delivery. This essential risk control measure reinforces the Department's accountability in cases where a project may be cancelled or undergo a change that affects its budget. This impacts the results presented in this report in two ways:

- When funding recipients experience delays in completing projects or submitting claims, Infrastructure Canada's ability to meet its planned spending for a fiscal year is negatively impacted.

- When funded projects go over budget, they contribute to surpassing the Department's targets for leveraging funds from other levels of government.

As these instances occur with some frequency in the results tables presented in this report, it is important to understand their link to this key risk control measure.

Results: what we achieved

Programs

Program 1.1: Funding for Provincial-Territorial Priorities

Description

This program provides predictable funding to each province and territory to enhance Canada's public infrastructure system. Federal payments to provinces and territories are made in accordance with the terms and conditions of signed funding agreements, including federal acceptance of Capital Plans and Expenditure Reports. Funding through this program leverages additional contributions from other funding partners to increase overall investment in public infrastructure for Canadians. Payments may be made up-front and cost-sharing provisions apply to a capital plan as a whole, and not the individual initiatives within a capital plan. This program uses funding from the Provincial-Territorial Infrastructure Base Fund transfer payment.

Results

Following the acceleration of the Provincial-Territorial Infrastructure Base Fund, all funds available under this program ($2.3 billion) were committed as of March 31, 2014. The program has predominantly provided funding for highway projects.

By March 31, 2017, five of 13 jurisdictions completed all reporting obligations and received their final payments. The program is fully closed for three of these jurisdictions. Funding agreements for the remaining jurisdictions have been extended to allow them to complete all initiatives and reporting requirements and reconcile the cost-sharing requirements against final initiative costs. These extended funding agreements are expected to close out over the next two years, ending by March 31, 2019.

Infrastructure Canada and provincial and territorial governments continue to work closely to provide guidance on completing reporting requirements and to ensure that cost-sharing program requirements are met as initiatives continue to be completed.

In 2016–17, the extensions requested by a majority of recipients impacted the actual spending in the fiscal year.

Results achieved

Expected results	Performance indicators	Targets*	Date to achieve target	2016–17 Actual results	2015–16 Actual results	2014–15 Actual results
Funding for provincial-territorial priorities leverages investments in infrastructure by other partners to increase overall investment in public infrastructure for Canadians	Funding leveraged from partners as a percentage of federal funding for provinces	100%	March 31, 2017	158%	156%	155.8%
	Funding leveraged from partners as a percentage of federal funding for territories	33%	March 31, 2017	51%	51%	50.1%

* Cumulative targets over the life of the program, estimated up to March 31, 2018.

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
97,380,082	97,380,082	97,327,297[1]	3,064,280[2]	(94,315,802)

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
1	3	2

[1] The 2016–17 Total authorities available for use under this Program was lower than the 2016-17 Main Estimates as the operating amount was readjusted for 2016-17.

[2] The 2016–17 Actual spending under this Program was lower than anticipated, as the Department received fewer claims for completed projects than expected.

Program 1.2: Permanent and Flexible Public Infrastructure Funding

Description

In support of community infrastructure for Canadians, this program provides long-term and predictable funding for municipalities, supporting long-term municipal planning and asset management in order to address infrastructure priorities. Funding is provided to build and rehabilitate public infrastructure based on overall compliance with the terms and conditions of the governing agreements. Federal funding is provided up-front and does not need to be used in the year it is provided. This program uses funding from the federal Gas Tax Fund transfer payment.

Results

In 2016–17, all jurisdictions received their payments. In total, $2.1 billion was transferred to jurisdictions under the federal Gas Tax Fund. Of this amount, $2.07 billion flowed to provinces and territories in accordance with the federal Gas Tax Fund Administrative Agreements. An additional $30 million was transferred from older federal infrastructure programs in accordance with Budget 2016[3].

The projects funded by the federal Gas Tax Fund fall into a wide range of categories. In 2015–16, a total of 1,460 projects were completed[4]. Local roads were the most commonly funded projects, followed by drinking water and wastewater projects.

In response to the 2016 Spring Report of the Commissioner of the Environment and Sustainable Development, the Department took steps to improve performance reporting for the federal Gas Tax Fund. In January 2017, Infrastructure Canada successfully hosted an intergovernmental Gas Tax Fund workshop, which provided an opportunity for discussion and collaboration between federal, provincial, territorial and municipal officials, as well as officials from two major municipal associations. The workshop focused on reporting on outcomes and asset management best practices. The Department provided signatories with reporting guidelines to help them better report on results with a focus on three specific and measureable outcomes:

- provide municipalities with access to a predictable source of funding;
- invest in community infrastructure; and
- support and encourage long-term municipal planning and asset management.

The first outcomes reports are expected in 2018.

[3] In Budget 2016, all provinces and territories were given until March 31, 2016 to prioritize funding for proposed projects under older federal infrastructure programs. Any uncommitted funds were transferred to the federal Gas Tax Fund by March 31, 2017.

[4] At the time of publication, the lists of projects funded in 2016–17 were not yet available.

Results achieved

Expected results	Performance indicators	Targets	Date to achieve target	2016–17 Actual results	2015–16 Actual results	2014–15 Actual results
Provinces, territories and municipal associations are accountable for funding provided to local governments through Permanent and Flexible Public Infrastructure Funding	Percentage of jurisdictions in compliance with agreement reporting requirements	100%	March 31, 2017	100%	93%	93%
Municipalities have access to Permanent and Flexible Infrastructure Funding to build and improve infrastructure	Percentage of Gas Tax Fund allocation flowed to agreement signatories	100%	March 31, 2017	100%	100%	100%

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
2,074,601,337	2,074,601,337	2,103,972,917[5]	2,102,832,309[6]	28,230,972

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
23	15	(8)

5 The 2016–17 Total authorities available for use under this Program were higher than the 2016–17 Main Estimates as funding authorities were transferred from older federal infrastructure programs to flow through the federal Gas Tax Fund to provinces and territories in accordance with Budget 2016. This transfer of funding authorities (Voted spending) ensures that funds will be directed towards municipal infrastructure priorities in the near term.

6 Funding under this program typically represents statutory spending. However, the 2016–17 Actual Spending also includes Voted spending, which is the transfer of funding from older federal infrastructure programs to provinces and territories through the federal Gas Tax Fund. The transfer of Voted spending through the federal Gas Tax Fund ensures that funds will be directed towards municipal infrastructure priorities in the near term.

Program 1.3: Investments in National Infrastructure Priorities

Description

This program directs funding to infrastructure projects that help to advance national priorities that are important to Canadians. Funding is provided through merit-based review of proposals (by Infrastructure Canada or the Federation of Canadian Municipalities), or notional allocations to provinces and territories. Funding through this program leverages additional contributions from other funding partners for eligible infrastructure projects or capacity-building initiatives. Payments are provided as work progresses under the terms of signed contribution agreements. This program uses funding from the following transfer payments: the New Building Canada Fund – National Infrastructure Component, Green Infrastructure Fund, Border Infrastructure Fund, Inuvik to Tuktoyaktuk Highway Fund, Public Transit Infrastructure Fund, Clean Water and Wastewater Fund, Asset Management Fund, and Capacity Building for Climate Change Challenges Fund.

Results

Budget 2016 laid the foundation for the Government's long-term infrastructure plan, which included the launch of four new transfer payment programs. The **Public Transit Infrastructure Fund** provides funding to help accelerate municipal investments in public transit. The **Clean Water and Wastewater Fund** provides funding for projects that will provide Canadian communities with more reliable water and wastewater systems, while better protecting the environment.

For both the Public Transit Infrastructure Fund and the Clean Water and Wastewater Fund, funding agreements were signed with all provinces and territories for over 1,700 projects, with a federal contribution of approximately $3.1 billion and a total investment of $6.3 billion by all levels of government.

Calgary's new Green Line Light Rail Transit

Critical work to lay the foundation for Calgary's new Green Line Light Rail Transit is starting. Funding through Phase 1 of Canada's Investing in Canada plan and by the Government of Alberta will provide jobs to workers to move major utilities, remove buildings, relocate CN and CP railway tracks, and clean up former landfill sites and contaminated soil. All of these activities will ultimately deliver increased access to public transit services and opportunities for both residents and local businesses, as well as improved environmental outcomes.

The **Asset Management Fund** provides funding to support improved asset management and data collection at the community level. The **Capacity Building for Climate Change Challenges Fund** provides funding to build capacity in municipalities to help local governments understand and act on opportunities to reduce greenhouse gas emissions and strengthen municipal climate change resilience planning. Both programs are delivered by

the Federation of Canadian Municipalities under the names of "Municipal Asset Management Program" and "Municipalities for Climate Innovation Program".

Infrastructure investments funded through the remaining transfer payment programs under this Program are helping improve transportation through highways and roads, border infrastructure, marine infrastructure, regional and local airports, wastewater treatment, solid waste management and green energy infrastructure. Below is a summary of the key program-specific achievements in 2016–17.

New Building Canada Fund – National Infrastructure Component

In 2016–17, six projects were approved with a federal contribution of $1.58 billion and a total investment of almost $4.69 billion. The largest categories of investment under this program were highways and major roads, with a total federal investment of just over $1.5 billion, and marine infrastructure with a total federal investment of nearly $112 million.

Green Infrastructure Fund

Twenty projects have been approved under the Green Infrastructure Fund (up from the 18 projects reported in the 2015–16 Departmental Performance Report). This represents a federal commitment of close to $744 million. The largest category of investment, in terms of total eligible costs, is wastewater infrastructure, which is expected to reduce the volume and/or improve the level of treatment of wastewater effluent and support a clean environment. The second largest category of investment is green energy infrastructure, which is expected to have a positive impact on the security of the electricity supply in the respective jurisdictions.

Border Infrastructure Fund

Since the program began in 2003–04, a total of 12 projects have been approved with a federal contribution of $591 million and total value of $1.35 billion. Four projects with a federal contribution of $273 million and total value of $711 million are still underway.

Inuvik to Tuktoyaktuk Highway Fund

Over $187 million was paid to the Inuvik to Tuktoyaktuk Highway Fund to complete the most northern section of the Mackenzie Valley Highway, which will connect Canada's road network from coast to coast to coast. Unique construction techniques are being used to ensure that underlying continuous permafrost remains protected in a frozen state. Seventy-four percent of the workforce is from the Inuvik region or from other communities in the Northwest Territories. The official opening is planned for November 2017.

Inuvik to Tuktoyaktuk Highway

Slated to open in the fall of 2017, the new highway will decrease the cost of living in Tuktoyaktuk by enabling goods to be shipped by road year-round, increase opportunities for business development, reduce the cost of job-creating onshore oil and gas exploration, and strengthen Canada's sovereignty in the North.

Results achieved

Expected results	Performance indicators	Targets*	Date to achieve target	2016–17 Actual results	2015–16 Actual results	2014–15 Actual results
Infrastructure Canada's funding leverages investments in infrastructure by other partners to increase overall investment in public infrastructure for Canadians	Funding leveraged from partners as a percentage of federal funding (committed)	129%	March 31, 2017	358%[7]	154%	160%
National priority infrastructure projects delivered using traditional procurement are implemented that promote economic growth, livable communities and a cleaner environment	Number of national infrastructure priority projects completed	4	March 31, 2017	1	13	12
	Value of national infrastructure priority projects completed	$479,418,860	March 31, 2017	$236 million	$1.6 billion	$1.46 billion

* **Annual targets** estimated up to March 31, 2017 as stated in the 2016–17 Report on Plans and Priorities. Rolled-up targets for this Program are based on the following transfer payment programs: the New Building Canada Fund-National Infrastructure Component, the Green Infrastructure Fund, the Border Infrastructure Fund, and the Inuvik to Tuktoyaktuk Highway Fund. (The targets do not include Public Transit Infrastructure Fund, Clean Water and Wastewater Fund, Asset Management Fund or Capacity Building for Climate Change Challenges Fund, as these programs were not approved at the time when 2016–17 Report on Plans and Priorities was published.)

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
174,342,089[8]	49,588,756	1,646,617,194[9]	164,694,236	115,105,480

7 Under Program 1.3, one project was completed in the fiscal year 2016–17, with a federal contribution of $51.5 million and a total eligible cost of $236 million, leading to 358% in funding leveraged.

8 As stated in the 2016–17 Report on Plans and Priorities, the 2016–17 Main Estimates was higher than the 2016-17 Planned Spending under this Program as it included funding that Infrastructure Canada had determined it would not spend in the fiscal year. As such, funding from 2016–17 will be re-profiled to future years and remains committed for infrastructure projects. This applies largely to the following transfer payment programs: Public Transit Infrastructure Fund, Clean Water and Wastewater Fund and New Building Canada Fund – National Infrastructure Component.

9 The 2016-17 Total authorities available for use under this program were increased as additional funding was obtained for the first phase of the Investing in Canada Plan through 2016–17 Supplementary Estimates.

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
24	34	10

Program 1.4: Large-Scale Infrastructure Investments

Description

This program invests in infrastructure projects of national, regional and/or local significance. Funding through this program leverages additional contributions from other funding partners for eligible infrastructure projects. Funding may be jurisdictionally allocated. Actual payments are provided as work progresses under the terms of signed contribution agreements. This program uses funding from the following transfer payments: the New Building Canada Fund – Provincial-Territorial Infrastructure Component – National and Regional Projects, Building Canada Fund – Major Infrastructure Component, and the Canada Strategic Infrastructure Fund.

Results

Large-scale infrastructure investments funded through the transfer payments under this Program are contributing to improvements in transport mobility and safety, drinking water, disaster mitigation infrastructure, broadband connectivity, wastewater treatment, innovation, green energy, as well as supporting economic growth and enhancing the quality of life of Canadians. Below is a summary of the key program-specific achievements in 2016–17.

New Building Canada Fund – Provincial-Territorial Infrastructure Component – National and Regional Projects

In 2016–17, Infrastructure Canada and its partners made progress in the implementation of the Provincial-Territorial Infrastructure Component – National and Regional Projects. Ninety-one additional projects were approved, with a federal contribution of $3.45 billion and a total value of $7.6 billion.

Since the program began in 2014–15, a total of 134 projects with a federal contribution of $4.24 billion have been approved. Two projects have already been completed.

Lions Gate Secondary Wastewater Treatment Plant, North Vancouver

The proposed project involves constructing a new secondary wastewater treatment plant to replace the existing Lions Gate primary wastewater treatment plant as well as sewer system upgrades. This project is being proposed in order to meet the federal Wastewater Systems Effluent Regulations and provincial wastewater treatment standards.

The largest categories of investment under the program are highways and major roads infrastructure, with a total federal investment of nearly $1.3 billion, and wastewater infrastructure, with a total federal investment of nearly $408 million. The total federal share allocated under this program is $9 billion.

Building Canada Fund – Major Infrastructure Component

Théâtre le Diamant, Québec City

Located in the heart of historic Old Quebec, near the Place d'Youville, Le Diamant project involves the construction of a 625 seat theatre, capable of hosting productions from Quebec, Canada, and throughout the world, including Robert Lepage's renowned theatre company Ex Machina.

During the reporting period, 15 projects with a federal contribution of $316 million and a total value of over $866 billion were completed. Construction began for 6 projects with a federal contribution of $57.6 million and a total value of $208 million. In addition, 63 projects were underway with a federal contribution of $3.6 billion and a total value of $10.9 billion.

Since the program began in 2008–09, a total of 194 projects have been approved with $6.2 billion in federal funding and a total value of $18.3 billion. The largest categories of investment under the program are: public transit infrastructure, with a total federal investment of nearly $2.62 billion, and local roads, with a total federal investment of nearly $928 million.

Canada Strategic Infrastructure Fund

During the reporting period, Infrastructure Canada and its federal delivery partners made progress to implement this program. Eighteen projects that had previously been approved

are still underway, with a federal contribution of $1.5 billion and a total value of $4 billion.

Since the program began in 2003–04, a total of 91 projects have been approved with $4.6 billion in federal funding and a total value of $12.4 billion. The largest categories of investment under this Fund are: highways and major roads, with a total federal investment of over $1.72 billion; and public transit, with a total federal investment of close to $1.52 billion.

Results achieved

Expected results	Performance indicators	Targets	Date to achieve target	2016–17 Actual results	2015–16 Actual results	2014–15 Actual results
Infrastructure Canada's funding leverages investments in infrastructure by other partners to increase overall investment in public infrastructure for Canadians	Funding leveraged from partners as a percentage of federal funding (committed)	155%	March 31, 2017	161%	191%	200%
	Number of large-scale infrastructure projects completed	43	March 31, 2017	22	176	146
Large-scale infrastructure projects delivered using traditional procurement are implemented that promote a stronger economy, livable communities and a cleaner environment	Value of large-scale infrastructure projects completed	$2,911,730,840	March 31, 2017	$2.4 billion	$9.9 billion	$13.7 billion
Large-scale projects delivered as public-private partnerships (P3) are implemented that promote economic growth	Number of large-scale projects delivered as a P3	1	March 31, 2017	1	8	N/A
	Value of large-scale projects delivered as a P3	$848,177,962	March 31, 2017	$848,177,962	$4.9 billion	N/A

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
1,269,427,535[10]	751,990,832	1,151,636,243[11]	703,602,026	(48,388,806)

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
72	75	3

Program 1.5: Infrastructure Investments in Small Communities and Rural Areas

Description

This program invests in infrastructure projects in small communities and rural areas to support local and/or regional priorities and economies. Funding through this program leverages additional contributions from other funding partners for eligible infrastructure projects. Funding may be jurisdictionally allocated. Payments are provided based on eligible costs incurred with respect to signed contribution agreements. This program uses funding from the following transfer payments: the New Building Canada Fund – Provincial-Territorial Infrastructure Component – Small Communities Fund, and the Building Canada Fund – Communities Component.

Results

Infrastructure projects funded through this Program are contributing to small communities and enhancing the quality of life of Canadians by improving highways and roads, wastewater treatment, drinking water, public transit, recreation, culture, capacity building, solid waste management, green energy and disaster mitigation. Below is a summary of the key program-specific achievements in 2016–17.

[10] As stated in the 2016–17 Report on Plans and Priorities, the 2016–17 Main Estimates was higher than the 2016–17 Planned spending under this Program, as it included funding that Infrastructure Canada had determined it would not spend in 2016-17. As such, funding from 2016–17 will be re-profiled to future years and remain committed for infrastructure projects in the future. This applies to the following transfer payment programs: New Building Canada Fund – National and Regional Projects, and Building Canada Fund – Major Infrastructure Component. This also includes funding for the Department's direct costs to the Gordie Howe International Bridge project.

[11] The 2016–17 Total authorities available for use under this program were increased, as additional funding was obtained through 2016–17 Supplementary Estimates for two projects under the first phase of the Investing in Canada Plan.

New Building Canada Fund-Provincial-Territorial Infrastructure Component – Small Communities Fund

In 2016–17, a total of $591,755,302 was transferred to the New Building Canada Fund – Provincial-Territorial Infrastructure Component – Small Communities Fund (PTIC-SCF). The funds were transferred from other federal infrastructure programs, increasing the total federal share committed for this particular program to $1.5 billion. During the reporting period, 177 projects were approved, representing $1.03 billion of the $1.5 billion federal share commitment. Projects approved in 2016–17 fall into a number of categories: public transit, drinking water, wastewater, recreation, highways and roads, solid waste management, as well as marine and tourism infrastructure.

South West Integrated Fibre Technology (SWIFT) Network, Southwestern Ontario

The scope of the project is to select service providers to build new and employ existing fibre optic infrastructure throughout Southwestern Ontario such that when the initial build phase of the project is completed in 2020, fibre optic access will be available in about 310 communities across the region to a population density as low as 4 person per square kilometre. It is the objective of SWIFT to connect virtually every resident, farmer, business, and public sector organization to fibre optics by 2040 and thereby contributing to the resurgence of the regional economy everyone needs.

Provincial and territorial governments consulted with municipalities to prioritize their PTIC-SCF funding by March 31, 2018. PTIC-SCF funding not formally prioritized by that date will be transferred to the federal Gas Tax Fund for use in the respective province or territory.

The Building Canada Fund-Communities Component

Since the program began in 2008-09, a total of 955 projects have been approved and $1.02 billion in federal funding was committed under the Building Canada Fund – Communities Component.

During the reporting period, the Department worked closely with federal delivery partners to close the program in all regions except Quebec. As such, there was an increased focus on completing projects and other program closure procedures, including reconciling financial records.

A total of 42 projects with a federal contribution of approximately $47 million and a total value of $150 million were completed in the 2016–17 fiscal year. About half of these projects are improving the quality of and access to drinking water. About a fifth of them are improving the treatment of wastewater and storm water effluent.

Another 52 projects with a federal contribution of approximately $98 million and a total value of $272 million are underway.

Specific to Quebec, the Building Canada Fund – Large Urban Centres Component supports projects in municipalities with populations of 100,000 or more. Through this fund, the Government of Canada set aside $200 million for Quebec's larger centres as part of the almost $2-billion allocation for Quebec through the Building Canada Fund. In 2016–17, Infrastructure Canada and its federal delivery partner made the following progress in implementing the Large Urban Centres Component:

- 4 projects with a federal contribution of over $19 million and a total value of $59 million were approved
- 25 projects with a federal contribution of approximately $184 million and a total value of over $576 million are underway

Results achieved

Expected results	Performance indicators	Targets*	Date to achieve target	2016–17 Actual results**	2015–16 Actual results	2014–15 Actual results
Infrastructure Canada's funding leverages investments in infrastructure by other partners to increase overall investment in public infrastructure for Canadians	Funding leveraged from partners as a percentage of federal funding (committed)	250%	March 31, 2017	197%	216%	232%
Infrastructure projects are implemented that promote a cleaner environment for small communities and rural areas	Number of small communities/rural areas infrastructure projects completed	55	March 31, 2017	39	266	731
	Value of small communities/rural areas infrastructure projects completed	$169,513,850	March 31, 2017	$78,315,312	$842 million	$2.06 billion
Infrastructure projects are implemented that promote liveable small communities and rural areas	Number of small communities/rural areas infrastructure projects completed	67	March 31, 2017	44	598	N/A
	Value of small communities/rural areas infrastructure projects completed	$260,869,080	March 31, 2017	$100,089,975	$1.25 billion	N/A
Infrastructure projects are implemented that promote stronger, small and rural economies	Number of small communities/rural areas infrastructure projects completed	20	March 31, 2017	19	228	N/A
	Value of small communities/rural areas infrastructure projects completed	$103,444,585	March 31, 2017	$42,505,278	$553 million	N/A

* **Annual targets**, estimated up to March 31, 2017. Targets for this program are based on the following transfer payment programs: the New Building Canada Fund – Provincial-Territorial Infrastructure Component – Small Communities Fund, the Building Canada Fund – Communities Component, and the Building Canada Fund – Large Urban Centres Component.

**Actual Results in 2016–17 are lower than in previous years due to the closure of the Building Canada Fund – Communities Component, except in Quebec.

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
131,922,508	227,236,114[12]	167,041,506[13]	157,116,165	(70,119,949)

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
16	17	1

Program 1.6: New Bridge for the St. Lawrence Corridor Project (commonly known as the New Champlain Bridge Corridor Project)

Description

In support of the Government of Canada's economic and safety priorities, this program ensures the overall delivery of the new bridge for the St. Lawrence corridor project in Montréal, Quebec. Infrastructure Canada is the authority charged with overseeing the delivery of this project which will provide a safe, secure and efficient crossing for local residents, commuters and commercial traffic. The new bridge and its corridor will contribute to the increased capacity and efficiency of gateway and corridor infrastructure regionally and nationally. The project is to be carried out as a public-private partnership.

Results

This bridge project continues to be successfully implemented as a public-private partnership. The project team is working closely with Signature on the Saint-Lawrence Group (SSL), the private partner, to ensure the timely delivery of the project by overseeing the Project Agreement and by reviewing work plans to ensure compliance. Structural design of the overall bridge including the cable-stayed bridge and both the east and west approaches is completed and construction has significantly advanced with bridge components now visibly emerging from the St. Lawrence. The Department

[12] As stated in the 2016–17 Report on Plans and Priorities, the planned spending was higher than the Main Estimates under this program as it included additional funding that Infrastructure Canada had determined it would spend in 2016–17.

[13] The 2016–17 Total authorities available for use under this Program were higher than the 2016–17 Main Estimates as for the territories, flexibility was provided to transfer funds between the New Building Canada Fund – Provincial-Territorial Infrastructure Component – National and Regional Projects and the New Building Canada Fund – Provincial-Territorial Infrastructure Component – Small Communities Fund.

worked diligently with SSL to coordinate construction on the main section of the bridge and on Highway 15, as well as marine work for the bridge piers.

Through close collaboration between Infrastructure Canada and SSL's environmental team, progress has been made to implement the Environmental Assessment mitigation measures during construction work. Additionally, the Habitat Compensation Projects overseen by Infrastructure Canada are advancing. Construction activities for the Île Lapierre Compensation project, which will offset losses due to construction in wetlands and fish habitat, started in the winter 2016–17. Also in 2016–17, the tender documentation for the Vaudreuil Rapids compensation project was finalized allowing the project tender process to begin in early 2017. Finally, the project concept for the Îles-de-la-Paix compensation project was completed, and the tender process to retain the services of a design engineer was launched.

Infrastructure Canada continued to work with stakeholders, public and private organizations and Canadians to promote the safety and efficiency of the crossing over the St. Lawrence. Negotiations are ongoing with SSL to move forward on a toll-free bridge.

Results achieved

Expected results	Performance indicators	Targets*	Date to achieve target	2016–17 Actual results	2015–16 Actual results	2014–15 Actual results
Champlain Trade Corridor infrastructure projects are implemented that promote a more prosperous Canada (safe and efficient transportation system that supports trade)	Number of completed infrastructure projects	4	October 31, 2019[14]	Ongoing	N/A	N/A
	Number of key structural components of the bridge fully constructed	31	November 30, 2017	Ongoing	N/A	N/A
P3 procurements of the Corridor projects are implemented that promote value-for-money for Canadian taxpayers through on-time and on-budget delivery of projects	Percentage of corridor projects completed on-time	100%	October 31, 2019	Ongoing	N/A	N/A
	Project is completed on-budget	$3.977B	December 1, 2049[15]	Ongoing	N/A	N/A

[14] Official opening of the main span to the public is scheduled for December 1, 2018 and the rest of the corridor for October 31, 2019.

[15] The performance target and the target date are based on the value and the timeframe of the Project Agreement signed with the private partner.

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
91,859,300	91,859,300	134,274,879[16]	28,165,895[17]	(63,693,405)

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
74	47	(27)

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Results

Internal Services contributes to the effective and efficient delivery of the Department's programs and services by providing essential support and services to the Department as a whole. During the reporting period, the Department continued to strengthen its overall effectiveness through several achievements.

The Department carried out significant policy work, including broad consultations with other federal departments, Canadians and key stakeholders across the country, to develop the Investing in Canada Plan as announced in the Fall Economic Statement and Budget 2017. The Department produced multiple documents for cabinet consideration

[16] The 2016-17 Total authorities available for use under this Program was higher than the 2016-17 Main Estimates and 2016-17 Planned spending as additional funding was obtained through 2016-17 Supplementary Estimates.

[17] The 2016-17 Actual spending under this program was lower than anticipated, and funding will be re-profiled to future years.

and in support of questions raised in the House of Commons and/or by members of Parliament as well as by Canadian citizens. In addition, the Department made multiple appearances at House or Senate Committees.

New teams were put in place to advance innovative approaches to infrastructure funding, via a new Canada Infrastructure Bank and a Smart Cities Challenge. The Canada Infrastructure Bank Transition Office worked diligently to help prepare the *Canada Infrastructure Bank Act*, to establish the Crown corporation. The Smart Cities Challenge team engaged with experts, stakeholders, governments and community leaders from across Canada to develop the challenge, setting the stage for an inclusive and impactful process, to be launched in 2017–18.

The Department began to implement the Treasury Board Policy on Results. It also led the development of a horizontal results framework for the Investing in Canada plan, in collaboration with other federal departments.

During the reporting period, Infrastructure Canada worked closely with Statistics Canada to develop Canada's Core Public Infrastructure Survey, launched in the summer of 2017. This Survey will assess the stock, condition and performance of Canada's public infrastructure assets and will allow the Government of Canada to report on the impact of its investments over time, and make smarter and more informed decisions on how and where to use future infrastructure funding for the greater benefit of Canadians

In November 2016, Infrastructure Canada and the National Research Council signed a memorandum of understanding providing $40 million to the National Research Council over a five-year period to deliver the Climate Resilient Buildings and Core Public Infrastructure Project. This project will integrate climate resilience into the design guides, codes and related materials for future infrastructure builds and rehabilitation work in Canada.

The Department implemented an innovative audit process to address the need for timely feedback on the Public Transit Infrastructure Fund and the Clean Water and Wastewater Fund. This just-in-time approach was used to assess key areas of the programs. Given their short duration, this approach allows for timely implementation of action plans to improve management practices.

In support of openness and transparency, the Department continued to deliver on the Open Government Implementation Plan by posting program datasets on the departmental website. An interactive investments map and a project tracking tool was added to the departmental website, providing Canadians with timely and accurate information about programs and initiatives. As well, proactive disclosures information was migrated from the departmental website to the Open Government Portal website (Canada.ca website).

The Department continued to engage with and inform Canadians about the Investing in Canada Plan through a wide range of communications activities, including events, news releases, web updates and social media outreach. It established a stronger social media presence with the launch of an official ministerial Twitter account and posts that use smartphone-friendly infographics. The Department also launched a new government-wide multi-partner infrastructure project signage program, developed in consultation with

provinces, territories, and municipalities, to inform Canadians about projects in their communities. The new signage is informational in nature, providing key details about a project, its benefits, cost and timelines.

To support a healthy, respectful and supportive work environment, the Department continued to implement wellness activities and programs such as the Employee Assistance Program, Informal Conflict Management Services, and a dedicated Values and Ethics Code. The Department held its annual Health and Wellness Fair during Healthy Workplace Month, and as part of the Infrastructure Canada Wellness Strategy, senior managers received mental health first aid training. To continue building greater awareness and support for mental health in the workplace, employees participated in the Not Myself Today campaign.

The Department continued to support and oversee the Crown corporations Jacques Cartier and Champlain Bridges Incorporated and the Windsor–Detroit Bridge Authority by ensuring that they had access to the parliamentary appropriations and approvals needed to carry out their priorities.

For the Gordie Howe International Bridge Project, the Department completed the real property acquisition in Canada in February 2017, and is developing the long-term land lease with Windsor–Detroit Bridge Authority.

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
29,976,406	29,976,406	48,291,361[18]	48,291,361	18,314,955

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
170	194	24

[18] The 2016–17 Total authorities available for use under this Program was higher than the 2016–17 Main Estimates and 2016–17 Planned spending, as additional funding was obtained through 2016–17 Supplementary Estimates.

Analysis of trends in spending and human resources

Actual expenditures

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2016–17 Total Authorities Available for Use	2016–17 Actual Spending (authorities used)	Difference (actual minus planned)
3,869,509,257[19]	3,322,632,827	5,349,161,397[20]	3,207,766,272	(114,866,555)

Human Resources (Full-Time Equivalents [FTEs])

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
380	385	5

Departmental Spending Trend

In 2016–17 Infrastructure Canada's total spending is over $3.2 billion. Departmental spending has been increasing slowly for the past three years, and in 2016–17, the Department started to implement the new programs under the Investing in Canada Plan Phase 1. The approval process for new programs under the Investing in Canada Plan Phase 2 also started in 2016–17, obtaining approval in June 2017. The implementation of these new programs is starting in 2017–18, with funding being obtained through 2017–18 Supplementary Estimates processes.

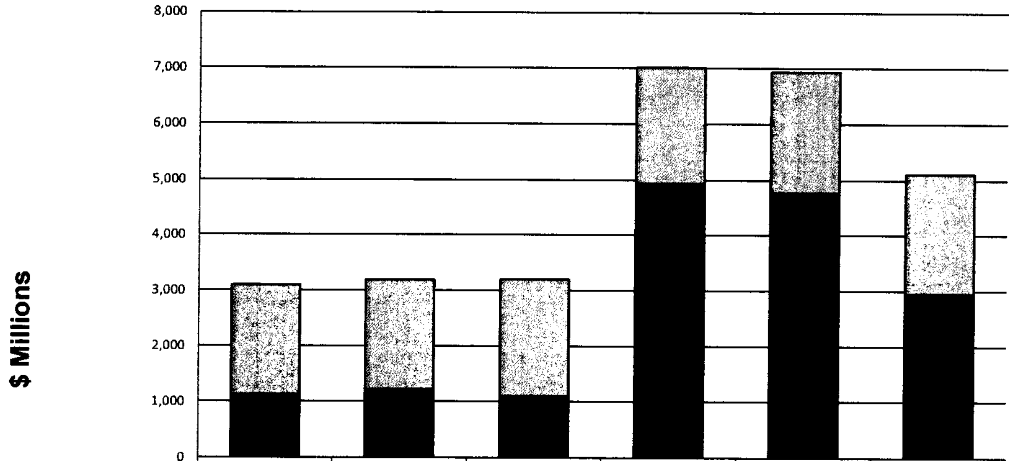
After peaking in 2011–12 to over $4.5 billion in spending, the departmental spending had continued to rise until 2013–14 at over $3.5 billion, but it started to decline in 2014–15. Even though the new programs under the New Building Canada Fund were approved and implementation had started in 2014–15, departmental spending reached a record low in six years, as many of the existing programs were approaching completion.

In 2016–17, the Department introduced the transfer of funding from older federal infrastructure programs (Voted spending) through the Gas Tax Fund to ensure that funds were directed towards municipal infrastructure priorities in the near term. This was funding that had not been prioritized for projects by provinces and territories by March 31, 2016.

[19] The 2016–17 Main Estimates was higher than the 2016–17 Planned spending as it included $546,876,430 in funding that Infrastructure Canada had determined it would not spend in 2016–17.

[20] The 2016–17 Total authorities available for use were increased in 2016–17 as additional funding was obtained through 2016–17 Supplementary Estimates, including new programs under the initial phase of the Investing in Canada Plan.

Departmental Spending Trend Graph



	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Statutory*	1,974	1,974	2,103	2,075	2,173	2,174
Sunset Programs**	1,121	1,216	1,105	4,937	4,769	2,944
Total	3,095	3,190	3,207	7,011	6,942	5,118

***Statutory** spending includes some operating expenses, and the federal Gas Tax Fund program which became permanent in 2014-15. In 2016-17, $30,155,357 in Voted spending flowed to provinces and territories through the federal Gas Tax Fund, as legacy funding was transferred from sunsetting programs to the federal Gas Tax Fund. The transfer of legacy funding (Voted spending) through the federal Gas Tax Fund ensures that funds are directed towards municipal infrastructure priorities in the near term.

****Sunset Programs** are time-limited programs that do not have an ongoing funding nor policy authority.

Infrastructure Canada provides funding for large and complex public infrastructure projects, and in 2016–17 there were large variances for Program 1.3 Investments in National Infrastructure Priorities and Program 1.4 Large-Scale Infrastructure Investments. For these programs as well as for Program 1.6 New Bridge for the St. Lawrence Corridor Project, after construction has started, a number of factors beyond the control of funding recipients can result in lower spending than anticipated. These factors range from lower than anticipated project costs, to project delays as a result of inclement weather, and technical and other construction-related complexities. It is also important to note that federal funding does not actually flow to recipients until they have submitted their claims for actual costs incurred.

Over the years, Infrastructure Canada's annual spending lapse has been relatively high. In 2016–17, the Department lapsed over $2.14 billion in spending authorities. However, lapsed authorities are re-profiled to the future and the funding remains committed to the infrastructure programs. The re-profiling of funds is necessary as projects are not completed on a yearly appropriated schedule and partners do not submit their claims in a given fiscal year as expected, which leads to federal funding not always flowing as planned.

Budgetary performance summary for Programs and Internal Services (dollars)

Programs and Internal Services	2016-17 Main Estimates	2016-17 Planned Spending	2017-18 Planned Spending	2018-19 Planned Spending	2016-17 Total Authorities Available for Use	2016-17 Actual Spending (Authorities Used)	2015-16 Actual Spending (Authorities Used)	2014-15 Actual Spending (Authorities Used)
Funding for Provincial-Territorial Priorities	97,380,082	97,380,082	56,608,537	27,826,737	97,327,297[21]	3,064,280[22]	50,036,481	25,078,120
Permanent and Flexible Public Infrastructure Funding	2,074,601,337	2,074,601,337	2,074,765,524	2,173,390,051	2,103,972,917[23]	2,102,832,309[24]	1,974,079,201	1,974,387,706
Investments in National Infrastructure Priorities	174,342,089[25]	49,588,756	3,058,211,074	2,627,519,290	1,646,617,194[26]	164,694,236	84,854,656	139,119,440
Large-Scale Infrastructure Investments	1,269,427,535[27]	751,990,832	1,026,254,190	1,130,874,062	1,151,636,243[28]	703,602,026	887,432,688	787,479,954
Infrastructure Investments in Small Communities and Rural Areas	131,922,508	227,236,114[29]	162,625,742	199,623,092	167,041,506[30]	157,116,165	88,141,483	92,993,364
New Bridge for the St. Lawrence Corridor Project	91,859,300	91,859,300	590,744,529	740,219,869	134,274,879[31]	28,165,895[32]	66,281,311	40,687,967
Subtotal	**3,839,532,851**	**3,292,656,421**	**6,969,209,596**	**6,899,453,101**	**5,300,870,036**	**3,159,474,911**	**3,150,825,820**	**3,059,746,551**
Internal Services	29,976,406	29,976,406	42,454,205	43,012,828	48,291,361[31]	48,291,361	39,615,936	36,135,562
Total	**3,869,509,257**	**3,322,632,827**	**7,011,663,801**	**6,942,465,929**	**5,349,161,397**	**3,207,766,272**	**3,190,441,756**	**3,095,882,113**

21 The 2016-17 Total authorities available for use under this Program was lower than the 2016-17 Main Estimates as the operating amount was readjusted for 2016-17.

22 The 2016-17 Actual spending under this Program was lower than anticipated, as the Department received fewer claims for completed projects than expected.

23 The 2016-17 Total authorities available for use under this Program were higher than the 2016-17 Main Estimates as funding authorities were transferred from older federal infrastructure programs to flow through the federal Gas Tax Fund to provinces and territories in accordance with Budget 2016. This transfer of funding authorities (Voted spending) ensures that funds will be directed towards municipal infrastructure priorities in the near term.

24 Funding under this program typically represents statutory spending. However the 2016-17 Actual Spending also includes Voted spending, which is the transfer of funding from older federal infrastructure programs to provinces and territories through the federal Gas Tax Fund. The transfer of Voted spending through the federal Gas Tax Fund ensures that funds will be directed towards municipal infrastructure priorities in the near term.

25 As stated in the 2016-17 Report on Plans and Priorities, the 2016-17 Main Estimates was higher than the 2016-17 Planned Spending under this Program as it included funding that Infrastructure Canada had determined it would not spend in the fiscal year. As such, funding from 2016-17 will be re-profiled to future years and remains committed for infrastructure projects. This applies largely to the following transfer payment programs: Public Transit Infrastructure Fund, Clean Water and Wastewater Fund and New Building Canada Fund-National Infrastructure Component.

26 The 2016-17 Total authorities available for use under this program were increased as additional funding was obtained for the first phase of the Investing in Canada Plan through 2016-17 Supplementary Estimates.

27 As stated in the 2016-17 Report on Plans and Priorities, the 2016-17 Main Estimates was higher than the 2016-17 Planned spending under this Program as it included funding that Infrastructure Canada had determined it would not spend in 2016-17. As such, funding from 2016-17 will be re-profiled to future years and remain committed for infrastructure projects in the future. This applies to the following transfer payment programs: New Building Canada Fund-National and Regional Projects and Building Canada Fund-Major Infrastructure Component. This also includes funding for the Department's direct costs to the Gordie Howe International Bridge project.

28 The 2016-17 Total authorities available for use under this program were increased, as additional funding was obtained through 2016-17 Supplementary Estimates for two projects under the first phase of the Investing in Canada Plan.

29 As stated in the 2016-17 Report on Plans and Priorities, the planned spending was higher than the Main Estimates under this program as it included additional funding that Infrastructure Canada had determined it would spend in 2016-17.

30 The 2016-17 Total authorities available for use under this Program were higher than the 2016-17 Main Estimates as for the territories, flexibility was provided to transfer funds between the New Building Canada Fund-Provincial-Territorial Infrastructure Component-National Research Priorities and the New Building Canada Fund-Provincial-Territorial Infrastructure Component-Small Communities Fund.

31 The 2016-17 Total authorities available for use under this Program was higher than the 2016-17 Main Estimates and 2016-17 Planned spending as additional funding was obtained through 2016-17 Supplementary Estimates.

32 The 2016-17 Actual spending under this program was lower than anticipated, and funding will be re-profiled to future years.

Actual human resources

Human resources summary for Programs and Internal Services (full-time equivalents)

Programs and Internal Services	2014–15 Actual	2015–16 Actual	2016–17 Planned	2016–17 Actual	2017–18 Planned	2018–19 Planned
Funding for Provincial-Territorial Priorities	2	3	1	3	1	1
Permanent and Flexible Infrastructure Funding	18	22	23	15	22	23
Investments in National Infrastructure	24	27	24	34	46	51
Large-Scale Infrastructure Investments	57	68	72	75	84	81
Infrastructure Investments in Small Communities and Rural Areas	25	32	16	17	15	15
New Bridge for the St. Lawrence Corridor Project	37	44	74	47	89	89
Subtotal	**163**	**196**	**210**	**191**	**257**	**260**
Internal Services	170	161	170	194	158	155
Total	**333**	**357**	**380**	**385**	**415**	**415**

Expenditures by vote

For information on the Infrastructure Canada's organizational voted and statutory expenditures, please consult the Public Accounts of Canada 2017.[ii]

Alignment of spending with the whole-of-government framework

Alignment of 2016–17 actual spending with the whole-of-government framework[iii] (dollars)

Program	Spending area	Government of Canada activity	2016–17 Actual spending
Funding for Provincial-Territorial Priorities	Economic Affairs	Strong Economic Growth	3,064,280
Permanent and Flexible Public Infrastructure Funding	Economic Affairs	Strong Economic Growth	2,102,832,309
Investments in National Infrastructure Priorities	Economic Affairs	Strong Economic Growth	164,694,236
Large-Scale Infrastructure Priorities	Economic Affairs	Strong Economic Growth	703,602,026
Infrastructure Investments in Small Communities and Rural Areas	Economic Affairs	Strong Economic Growth	157,116,165
New Bridge for the St. Lawrence Corridor Project	Economic Affairs	Strong Economic Growth	28,165,895

Total spending by spending area (dollars)

Spending area	Total planned spending	Total actual spending
Economic affairs	3,292,656,421	3,159,474,911

Financial statements and financial statements highlights

Financial statements

Infrastructure Canada's financial statements [unaudited] for the year ended March 31, 2017, are available on the Department's website.

Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2017 (dollars)

Financial information	2016–17 Planned results	2016–17 Actual	2015–16 Actual	Difference (2016–17 actual minus 2016–17 planned)	Difference (2016–17 actual minus 2015–16 actual)
Total expenses	3,322,632,000	3,193,051,000	3,142,678,000	(129,581,000)	50,373,000
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	3,322,632,000	3,193,051,000	3,142,678,000	(129,581,000)	50,373,000

Condensed Statement of Financial Position (unaudited) as at March 31, 2017 (dollars)

Financial Information	2016–17	2015–16	Difference (2016–17 minus 2015–16)
Total net liabilities	1,371,502,000	767,084,000	604,418,000
Total net financial assets	147,458,000	188,880,000	(41,422,000)
Departmental net debt	1,224,045,000	578,204,000	645,841,000
Total non-financial assets	1,371,707,000	641,447,000	730,260,000
Departmental net financial position	147,662,000	63,243,000	84,419,000

Supplementary information

Corporate information

Organizational profile

Appropriate minister: The Honourable Amarjeet Sohi, P.C., M.P.

Institutional head: Kelly Gillis

Ministerial portfolio: Minister of Infrastructure and Communities

The Office of Infrastructure of Canada is part of the Infrastructure and Communities portfolio. The portfolio includes the following:

- The Jacques Cartier and Champlain Bridges Incorporated (JCCBI)[iv], a Crown corporation[1] whose mandate is to ensure users' safe passage on its structures located in the Greater Montréal Area by their proper management, maintenance and repair, while respecting the environment and optimising traffic flow.

- The Windsor-Detroit Bridge Authority (WDBA),[v] a Crown corporation[33] responsible for delivering a new publicly-owned international crossing between Windsor, Ontario and Detroit, Michigan, through one or more public-private partnerships (P3). The WDBA is presently undergoing a procurement process to select a private sector partner for the design, construction, financing, operation and maintenance of the new bridge, which has been named the Gordie Howe International Bridge

- PPP Canada Inc.[vi] is a federal parent Crown corporation named in Part 1 of Schedule III of the Financial Administration Act and was incorporated pursuant to the Canada Business Corporations Act. PPP Canada Inc. reports to Parliament through the Minister of Infrastructure and Communities effective July 8, 2016.

- The Minister of Infrastructure and Communities was also designated as the Minister responsible for federal matters relating to the Toronto Waterfront Revitalization Initiative effective November 4, 2015. In 2000, the Government of Canada, the Province of Ontario, and the City of Toronto each announced a commitment of $500 million to fund the Initiative. The Toronto Waterfront Revitalization Corporation, which is a not-for-profit corporation publicly known as Waterfront Toronto, was established in 2001.

[33] Crown corporations are public institutions or entities that operate at arm's length from the Government, and as public institutions, they are ultimately accountable to the Government. Crown corporations follow a different planning cycle than the government planning cycle, and report to Parliament through two key types of documents: the corporate plan summary, including the budget summaries and the annual report.

Enabling instrument[s]:

- Canada Strategic Infrastructure Fund Act (2002, c. 9, s. 47) (CSIF)[vii];
- Order in Council PC 2004-0325[viii];
- The following pieces of legislation related to the federal Gas Tax Fund:
  - Keeping Canada's Economy and Jobs Growing Act, S.C. 2011, c. 24[ix]
  - Economic Action Plan 2013 Act, No. 1, S.C. 2013, c. 33, section 233[x]
- The following legislation and Order in Council related to the New Bridge for the St. Lawrence Corridor Project (commonly known as the New Champlain Bridge Corridor Project):
  - New Bridge for the St. Lawrence Act[xi]
  - Order in Council PC 2014-0144[xii]
- The following legislation, Orders in Council and Canada-Michigan Crossing Agreement related to the Gordie Howe International Bridge Project:
  - Crossing Agreement[xiii]
  - Bridge to Strengthen Trade Act, S.C. 2012, c. 31, s. 179[xiv]
  - Order in Council P.C. 2012-1350[xv]
  - Order in Council P.C. 2015-1236[xvi]
  - Order in Council PC 2015-1237[xvii]
  - Order in Council P.C. 2015-1238[xviii]
- The following Orders in Council related to Waterfront Toronto:
  - Order in Council P.C. 2015-1239[xix]
  - Order in Council P.C. 2015-1240[xx]

Year of incorporation/commencement: The Office of Infrastructure of Canada was established in 2002.

Other: Infrastructure Canada works in collaboration with Transport Canada to deliver some of its sunsetting transfer payment programs.

In addition, Infrastructure Canada works with Public Services and Procurement Canada as the contract authority for the New Champlain Bridge Corridor project.

Reporting framework

Infrastructure Canada's Strategic Outcome and Program Alignment Architecture of record for 2016–17 are shown below.

1. **Strategic Outcome:** Public Infrastructure for a More Prosperous Canada
   - 1.1 **Program:** Funding for Provincial-Territorial Priorities
   - 1.2 **Program:** Permanent and Flexible Infrastructure Funding
   - 1.3 **Program:** Investments in National Infrastructure Priorities
   - 1.4 **Program:** Large-Scale Infrastructure Investments
   - 1.5 **Program:** Infrastructure Investments in Small Communities and Rural Areas
   - 1.6 **Program:** New Bridge for the St. Lawrence Corridor Project

   Internal Services

Supplementary information tables

The following supplementary information tables are available on Infrastructure Canada's website:

- Departmental Sustainable Development Strategy
- Details on transfer payment programs of $5 million or more
- Horizontal initiatives
- Internal audits and evaluations
- Response to parliamentary committees and external audits
- Status report on transformational and major Crown projects

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the **Report on Federal Tax Expenditures.**[xxi] This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

For more information about the Department and our infrastructure programs, please visit **www.infrastructure.gc.ca** or contact:

Office of Infrastructure of Canada
180 Kent Street, Suite 1100
Ottawa, Ontario
K1P 0B6

Telephone Infrastructure Canada: 613-948-1148

Toll-Free Number: 1-877-250-7154

Email: infc.info.infc@canada.ca

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (Plan ministériel)

Provides information on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

A Departmental Result represents the change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (Rapport sur les résultats ministériels)

Provides information on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

Evaluation (évaluation)

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine

questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

full-time equivalent (équivalent temps plein)
A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2016–17 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiatives (initiative horizontale)
An initiative where two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (for example, by Cabinet or a central agency) as a horizontal initiative for managing and reporting purposes.

Management, Resources and Results Structure (Structure de la gestion, des ressources et des résultats)
A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures (dépenses non budgétaires)
Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)
What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)
A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)
The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (dépenses prévues)
For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

plans (plans)
The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities (priorité)
Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program (programme)
A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (architecture d'alignement des programmes)
A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

results (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)
Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (résultat stratégique)
A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé)
A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (cible)
A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)
Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

i. The Minister's mandate letter, http://pm.gc.ca/eng/mandate-letters
ii. Public Accounts of Canada 2017, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html
iii. Whole-of-government framework, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#tag-nav/~(current_branch~'GOCO~sort_key~'name~sort_direction~'asc~open_nodes~(~'tag_SA0001~'tag_SA9999~'tag_SA0002~'tag_SA0003~'tag_SA0004~'tag_SA0005))
iv Jacques Cartier and Champlain Bridge, http://jccbi.ca/

v Windsor-Detroit Bridge Authority, https://www.wdbridge.com/

vi PPP Canada, http://www.p3canada.ca/en/

vii Canada Strategic Infrastructure Act, http://laws-lois.justice.gc.ca/eng/acts/c-10.3/page-1.html

viii Order in Council PC 2004-0235, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=2004-0325&txtFromDate=&txtToDate=&txtPrecis=&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=6282&blnDisplayFlg=1

ix Keeping Canada's Economy and Jobs Growing Act, http://laws-lois.justice.gc.ca/eng/annualstatutes/2011_24/page-1.html

x Economic Action Plan 2013 Act, http://laws-lois.justice.gc.ca/eng/annualstatutes/2013_33/page-1.html

xi New Bridge for the St. Lawrence Act, http://www.laws.justice.gc.ca/eng/acts/N-22.6/

xii Order in Council PC 2014-0144, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&txtToDate=&txtPrecis=&Page=secretariats&txtOICID=2014-0281&txtAct=&txtBillNo=&txtFromDate=&txtDepartment=&txtChapterNo=&txtChapterYear=&rdoComingIntoForce=&DoSearch=Search+/+List&pg=28&viewattach=28923&blnDisplayFlg=1

xiii Crossing Agreement, http://www.partnershipborderstudy.com/crossing-agreement.asp

xiv Bridge to Strengthen Trade Act, http://www.laws.justice.gc.ca/eng/acts/B-8.05/

xv Order in Council P.C. 2012-1350, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=&txtOICID=2012-1350&txtFromDate=&txtToDate=&txtPrecis=&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=26598&blnDisplayFlg=1

xvi Order in Council P.C. 2015-1236, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&txtToDate=&txtPrecis=&Page=secretariats&txtOICID=2015-1237&txtAct=&txtBillNo=&txtFromDate=&txtDepartment=&txtChapterNo=&txtChapterYear=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31598&blnDisplayFlg=1

xvii Order in Council 2015-1237, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=2015-1237&txtFromDate=&txtToDate=&txtPrecis=&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31599&blnDisplayFlg=1

[xviii] Order in Council P.C. 2015-1238, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=2015-1238&txtFromDate=&txtToDate=&txtPrecis=&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31600&blnDisplayFlg=1

[xix] Order in Council P.C. 2015-1239, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=&txtFromDate=2015-11-01&txtToDate=2015-11-10&txtPrecis=waterfront+toronto&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31601&blnDisplayFlg=1

[xx] Order in Council P.C. 2015-1240, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=&txtFromDate=2015-11-01&txtToDate=2015-11-10&txtPrecis=waterfront+toronto&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31602&blnDisplayFlg=1

xxi. Report on Federal Tax Expenditures, http://www.fin.gc.ca/purl/taxexp-eng.asp

Infrastructure Canada

2016–2017

Rapport sur les résultats ministériels

L'honorable Amarjeet Sohi
Ministre de l'Infrastructure et des Collectivités

La présente publication est disponible sur demande, dans des formats accessibles.

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http://www.tbs-sct.gc.ca/hgw-cgf/oversight-surveillance/dpr-rmr/indexeng.asp
http://www.infrastructure.gc.ca/pub/index-fra.html.

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Table des matières

Message du ministre



En tant que ministre de l'Infrastructure et des Collectivités du Canada, je suis heureux de présenter le Rapport sur les résultats ministériels 2016-2017 d'Infrastructure Canada.

Anciennement connu sous le nom de « Rapport ministériel sur le rendement », ce nouveau rapport simplifié fait état de notre rendement de manière claire et équilibrée, en fonction des objectifs énoncés dans notre Rapport sur les plans et les priorités 2016-2017.

Cette année en a été une de progrès et de réalisations notables. La prochaine phase du plan Investir dans le Canada a été annoncée dans le Budget 2017. Dans le cadre de ce nouveau plan, le gouvernement investira plus de 180 milliards de dollars dans les infrastructures des collectivités canadiennes. Ces investissements nous aideront à atteindre nos grands objectifs qui consistent à réduire les émissions de gaz à effet de serre, à bâtir des collectivités fortes et inclusives, et à faire croître l'économie du Canada. Ils mèneront à une croissance commune et créeront des possibilités pour la classe moyenne et ceux qui travaillent fort pour en faire partie.

Nous avons travaillé avec nos partenaires dans le but de fixer les priorités pour une nouvelle ère d'investissements en infrastructure, axés sur le transport en commun, les infrastructures vertes, les infrastructures sociales, les infrastructures liées au commerce et au transport, ainsi que sur les collectivités rurales et nordiques.

Les progrès que nous avons réalisés concernant les engagements pris dans le Budget 2016 se poursuivent. Nous avons signé des ententes bilatérales avec l'ensemble des provinces et des territoires afin d'investir 3,4 milliards de dollars au titre du Fonds pour l'infrastructure de transport en commun et 2 milliards de dollars au titre du Fonds pour l'eau potable et le traitement des eaux usées. À la mi-octobre 2017, 4,1 milliards de dollars de financement avaient été approuvés pour 3 399 projets réalisés dans tout le pays dans le cadre de ces deux programmes. Nous avons également travaillé dans le but d'accélérer le versement du financement au titre du Nouveau Fonds Chantiers Canada afin de répondre aux besoins les plus urgents de nos partenaires en matière d'infrastructure.

De plus, nous avons continué de superviser l'Initiative de revitalisation du secteur riverain de Toronto, de même que deux projets cruciaux qui permettront d'améliorer des corridors commerciaux importants pour le Canada : le nouveau pont Champlain de Montréal et le nouveau pont international Gordie-Howe entre Windsor et Detroit.

Je suis heureux de mentionner que nous avons lancé deux nouvelles initiatives cette année : la Banque de l'infrastructure du Canada, qui constituera un nouvel outil que nos partenaires pourront utiliser pour financer et bâtir davantage d'infrastructures, et le Défi des villes intelligentes, qui encouragera les collectivités, grandes et petites, à prendre des mesures audacieuses pour améliorer les résultats pour leurs résidents en adoptant une approche de ville intelligente qui tire profit de la technologie numériquement reliée et des données.

Dans la prochaine année, je continuerai de remplir les engagements énoncés dans ma lettre de mandat. Je suis certain que mes collègues d'Infrastructure Canada m'aideront à effectuer les investissements qui transformeront la façon dont les Canadiens vivent, se déplacent et travaillent, afin de veiller à ce que les collectivités canadiennes continuent d'être des endroits où il fait bon se sentir chez soi.

A. Sohi

L'honorable Amarjeet Sohi, C.P., député
Ministre de l'Infrastructure et des Collectivités

Les résultats en bref

Principales réalisations du Ministère

- ✓ Lancer la mise en œuvre du plan *Investir dans le Canada* en tant que ministère responsable de cette initiative du gouvernement du Canada.
- ✓ Exécuter la phase initiale du *plan Investir dans le Canada*, en lançant quatre nouveaux programmes de paiements de transfert, en accélérant le financement dans le cadre des programmes existants, en transférant les fonds d'anciens programmes et en supprimant le contrôle P3. En tout, Infrastructure Canada a engagé environ 9 milliards de dollars pour près de 2 000 nouveaux projets, ce qui représente plus de 22 millions de dollars d'investissements totaux en infrastructure, en plus des paiements découlant du Fonds de la taxe sur l'essence du gouvernement fédéral. Par rapport à l'exercice précédent, les engagements financiers totaux ont été multipliés par sept.
- ✓ Envisager de nouvelles approches du financement de l'infrastructure, en s'employant à créer le Défi de villes intelligentes ainsi qu'une nouvelle Banque de l'infrastructure du Canada.
- ✓ Réaliser des progrès en ce qui concerne une culture des résultats, en collaborant avec des partenaires fédéraux afin de concevoir un cadre horizontal de résultats pour le plan *Investir dans le Canada.*
- ✓ Travailler avec Statistique Canada pour élaborer et lancer l'enquête sur les Infrastructures publiques essentielles du Canada (IPEC). L'enquête IPEC – la première enquête nationale portant sur les Infrastructures publiques essentielles – permettra de dresser un tableau de l'état et du rendement des infrastructures à l'échelle du Canada.
- ✓ Célébrer la première année du début de la construction du projet de corridor du nouveau pont Champlain en juillet 2016 : marquer des jalons importants, notamment l'installation des composantes clés du principal pylône du pont.
- ✓ Continuer à collaborer avec l'Administration du pont Windsor-Detroit, l'État du Michigan, le gouvernement des États-Unis et les partenaires fédéraux canadiens afin de faire avancer le projet du pont international Gordie-Howe et de terminer l'achat de nouvelles propriétés canadiennes requises pour le passage frontalier.

À combien s'élèvent les Fonds en 2016-2017?	**Qui était concerné en 2016-2017?**
3 207 766 272 $	385
Dépenses réelles du Ministère	**Équivalents temps plein réels**

Pour en savoir plus sur les plans, les priorités et les résultats atteints, veuillez consulter la section « Résultats : ce que nous avons accompli » du présent rapport.

Raison d'être, mandat et rôle : Notre mandat et nos activités

Raison d'être

Pour bâtir le Canada du 21e siècle, il est essentiel d'établir un plan d'infrastructure stratégique et collaboratif à long terme qui permette d'édifier des collectivités économiquement dynamiques, planifiées de façon stratégique, durables et inclusives. Infrastructure Canada collabore étroitement avec les autres paliers de gouvernement et des partenaires pour réaliser des investissements dans les infrastructures sociales et vertes, ainsi que dans des infrastructures favorisant la croissance commerciale et économique.

Mandat et rôle

Les infrastructures publiques constituent des assises permettant aux Canadiens de maintenir et d'améliorer leur qualité de vie. Le gouvernement fédéral s'intéresse aux infrastructures publiques puisqu'elles sont liées à ses secteurs de compétence que sont le commerce, la sécurité et les peuples autochtones vivant sur des réserves, et qu'elles aident à répondre aux priorités nationales visant la croissance économique et la protection de l'environnement. Des investissements stratégiques dans les infrastructures sont nécessaires pour créer des emplois, bâtir des collectivités durables et soutenir la croissance économique pendant de nombreuses années. Les investissements en infrastructure aident à relever les défis complexes auxquels les Canadiens sont confrontés chaque jour : de la croissance rapide de nos villes jusqu'aux changements climatiques, en passant par les menaces touchant l'eau et le sol.

Infrastructure Canada fournit un soutien prévisible à long terme pour que les Canadiens puissent compter sur une infrastructure publique moderne de calibre mondial. Le Ministère s'acquitte de ce mandat en effectuant des investissements, en formant des partenariats, en élaborant des politiques, en mettant des programmes en œuvre et en favorisant le développement des connaissances à propos des infrastructures publiques au Canada. Depuis sa création en 2002, le Ministère gère des investissements dans l'infrastructure fédérale en travaillant avec les provinces, les territoires, les municipalités, les autres ministères et organismes fédéraux, le secteur privé et les organismes sans but lucratif afin d'appuyer la croissance économique durable, de créer des collectivités plus fortes et plus inclusives, ainsi que des emplois pour les Canadiens et les Canadiennes de la classe moyenne.

Au printemps de 2016, le gouvernement du Canada a annoncé la phase initiale d'un nouveau plan d'infrastructure à long terme, le plan *Investir dans le Canada*, la somme d'environ 12 milliards de dollars devant être investie dans le transport en commun, l'infrastructure verte et l'infrastructure sociale. Dans son Énoncé économique de l'automne 2016 et le budget de 2017, le gouvernement du Canada a annoncé sa vision à long terme pour le plan, et s'est engagé à investir la somme supplémentaire de 81 milliards de dollars jusqu'à 2027-2028 dans le transport en commun, l'infrastructure verte, l'infrastructure sociale, l'infrastructure du commerce et du transport et les collectivités rurales et nordiques. Infrastructure Canada jouera un rôle de premier plan en aidant le gouvernement à mettre en œuvre ces nouvelles initiatives. Le gouvernement a également annoncé une proposition visant à mettre en place de nouvelles initiatives novatrices : la Banque de l'infrastructure du Canada et le Défi des villes intelligentes.

Investir dans le Canada : un plan d'infrastructure générateur de transformations

Dans son budget de 2016, le gouvernement a effectué des investissements immédiats de 11,9 milliards de dollars dans le transport en commun, l'infrastructure verte et l'infrastructure sociale. L'Énoncé économique de l'automne a proposé un investissement supplémentaire de 81 milliards de dollars jusqu'en 2027-2028 dans le transport en commun, l'infrastructure verte, l'infrastructure sociale, le transport appuyant le commerce ainsi que les collectivités rurales et nordiques. En tenant compte des programmes d'infrastructure existants, le gouvernement investira plus de 180 milliards de dollars sur 12 ans.

Afin de garantir la sécurité et l'efficacité des transports pour les navetteurs, les usagers du transport en commun et les véhicules commerciaux, le gouvernement du Canada s'est engagé, en 2011, à construire un nouveau pont pour le Saint-Laurent. Infrastructure Canada est l'autorité de projet chargée de la réalisation du projet de corridor du nouveau pont Champlain à Montréal, au Québec. Le pont Champlain est l'un des ponts les plus achalandés au Canada. En effet, on estime que, bon an mal an, plus de 40 millions de véhicules et 11 millions d'usagers du transport en commun empruntent le pont. Ce projet inclut la construction du nouveau pont Champlain qui sera achevé en 2018 ainsi que des améliorations majeures apportées au corridor de circulation menant au pont qui seront achevées en 2019. Cela comprend l'élargissement du tronçon de l'autoroute 15 appartenant au gouvernement fédéral et le remplacement du pont de l'Île-des-Sœurs, lesquels devraient être terminés en 2019. Le nouveau pont Champlain permettra d'accroître la capacité et l'efficacité de l'infrastructure de portes d'entrée et de corridors à l'échelle régionale et nationale.

Le 4 novembre 2015, le ministre de l'Infrastructure et des Collectivités est devenu responsable du projet du pont international Gordie-Howe entre Windsor (Ontario) et Detroit (Michigan). Il s'agit de notre corridor commercial le plus important avec notre principal partenaire commercial. Près de 30 % des échanges commerciaux entre le Canada et les États-Unis effectués par camion passent par le corridor Windsor-Detroit, ce qui représente environ 100 milliards de dollars par année d'échanges de marchandises. Ce projet, le projet binational d'infrastructure le plus important le long de la frontière canado-américaine, assurera la liaison entre l'autoroute 401 en Ontario et le réseau américain d'Interstate au Michigan et améliorera le traitement et la capacité à la frontière. L'Autorité du pont Windsor-Detroit, une société d'État, est chargée d'exécuter ce projet, lequel aidera à créer des milliers d'emplois dans la construction et d'offrir des occasions d'emploi à long terme des deux côtés de la frontière.

En outre, le 4 novembre 2015, le ministre de l'Infrastructure et des Collectivités a été désigné ministre responsable des questions fédérales concernant l'Initiative de revitalisation du secteur riverain de Toronto. Le gouvernement du Canada, la province de l'Ontario et la Ville de Toronto ont créé l'organisme Waterfront Toronto en 2001, par la voie de mesures législatives provinciales, pour assurer la surveillance et la direction de la revitalisation du secteur riverain de Toronto. Les principaux moteurs de cette revitalisation se résument à une approche permettant au public de renouer avec le secteur riverain, à l'excellence en matière de conception, au développement durable, au développement économique et à la viabilité financière.

Pour obtenir de plus amples renseignements généraux sur le Ministère, veuillez consulter la section « Renseignements supplémentaires » du présent rapport. Pour obtenir plus de renseignements sur les engagements organisationnels formulés dans la lettre de mandat du Ministère, veuillez consulter la lettre de mandat du ministre.[i]

Contexte opérationnel et principaux risques

Contexte opérationnel

Les Canadiens reconnaissent la valeur des infrastructures de grande qualité. Ils savent que les infrastructures améliorées peuvent générer des avantages économiques et sociaux à long terme pour leurs collectivités. Les changements climatiques, les nouvelles technologies, l'urbanisation accrue, les besoins sociaux et en capital croissants, ainsi que les difficultés vécues dans les collectivités rurales et nordiques influent sur le type d'infrastructures nécessaires au 21e siècle. En raison de ces facteurs externes, un plan d'infrastructures exhaustif à long terme est nécessaire.

Au moyen du plan *Investir dans le Canada*, le gouvernement du Canada réalise des investissements sans précédent dans les infrastructures, lesquels permettront de bâtir les collectivités du 21e siècle et de fournir aux collectivités canadiennes les outils nécessaires pour innover et prospérer. Pour y arriver, le gouvernement fédéral investit plus de 180 milliards de dollars sur 12 ans dans cinq secteurs clés : le transport en commun, l'infrastructure verte, l'infrastructure sociale, l'infrastructure du commerce et du transport, les collectivités rurales et nordiques. Dans le cadre de l'harmonisation des programmes existants avec les nouveaux investissements, Infrastructure Canada a apporté des changements à ses programmes actuels de paiements de transfert pour les rendre plus souples et adaptés. Les infrastructures commerciales essentielles continuent de faire l'objet d'une attention particulière, car Infrastructure Canada continue de superviser le projet de corridor du nouveau pont Champlain et d'appuyer l'Autorité du pont Windsor-Detroit afin de faire avancer le projet du pont international Gordie Howe.

Infrastructure Canada collabore avec de nombreux partenaires, notamment les provinces, les territoires et les municipalités, étant donné que la majorité de ses programmes sont à coûts partagés avec d'autres paliers de gouvernent. Dès que des fonds fédéraux sont affectés, les partenaires peuvent commencer à investir. En général, un certain nombre d'activités de planification préalable doivent avoir lieu avant le lancement des travaux de construction d'un projet d'infrastructure. Par conséquent, un laps de temps peut s'écouler entre le moment de l'affectation des fonds fédéraux et la date réelle de lancement du projet. Les programmes d'infrastructure du Ministère sont présentement conçus de façon à ce que les fonds d'Infrastructure Canada soient versés sur réception de demandes de remboursement.

Risques clés

Infrastructure Canada utilise une approche exhaustive pour identifier, évaluer et gérer les risques en ce qui concerne la stratégie, l'exploitation, le programme et le projet. Cela comprend l'exécution régulière d'analyses de l'environnement en faisant participer directement la haute direction. Le tableau ci-après offre un aperçu des risques organisationnels clés et des résultats des stratégies adoptées face aux risques. Comme les années précédentes, le Ministère a examiné et mis à jour les risques dans le contexte des facteurs de risques environnementaux émergents et des progrès réalisés dans la mise en œuvre des réponses aux risques.

Risques	Stratégie d'atténuation et efficacité	Lien avec les programmes du Ministère	Lien avec les engagements prévus dans la lettre de mandat ou avec les priorités du gouvernement et du Ministère
Mise à l'œuvre en temps opportun du projet de corridor du nouveau pont Champlain	Afin de mettre en œuvre rapidement le projet de corridor du nouveau pont Champlain, Infrastructure Canada continue de superviser l'entente de projet de partenariat public-privé avec le Groupe Signature sur le Saint-Laurent. Les mesures particulières suivantes ont été prises : • Surveillance étroite du projet pour veiller à ce que les partenaires du secteur privé effectuent les travaux conformément aux modalités de l'entente de projet; • Gestion quotidienne du projet; • Utilisation de la structure établie de gouvernance ministérielle pour offrir des instructions stratégiques; • Prise de décisions rapide sur les enjeux opérationnels afin de résoudre les problèmes à mesure qu'ils surviennent.	AAP Programme 1.6 Nouveau pont pour le projet de corridor du Saint-Laurent	Engagement prévu dans la lettre de mandat pour aller de l'avant avec le remplacement du pont Champlain sans péage Priorité ministérielle n° 2, comme cela est indiqué dans le Rapport sur les plans et les priorités de 2016-2017
On pourrait ne pas pouvoir maintenir une capacité suffisante pour la mise en œuvre efficace du nouveau financement relatif au plan d'infrastructure à long terme du gouvernement et au Nouveau Fonds chantiers Canada, y compris les modifications aux programmes) en raison des restrictions au niveau des	Les employés qui gèrent des programmes temporisés ont également été désignés pour les nouveaux programmes, lesquels sont administrés en collaboration étroite avec les provinces et les territoires. Le Ministère a conclu des accords de contribution avec la Fédération canadienne des municipalités afin de lancer deux nouveaux programmes. Enfin, de nouvelles équipes ont été créées pour faire avancer le dossier de la Banque d'infrastructure du Canada et du Défi des villes intelligentes. Ces équipes relèvent directement du sous-ministre. Nous avons réalisé des gains d'efficacité dans l'exécution des programmes, en adoptant une approche de cycle de vie de projets et en simplifiant le processus du comité d'examen des projets. Des pratiques	AAP Programme 1.3 Investissements dans les priorités liées aux infrastructures nationales AAP Programme 1.4 Investissements dans les infrastructures de grande envergure AAP Programme 1.5 Investissements dans les infra-structures des petites collectivités et	Engagement prévu dans la lettre de mandat pour concevoir un plan à long terme en vue d'offrir des fonds importants pour les nouvelles infrastructures aux provinces, territoires et municipalités Priorité ministérielle n° 1, comme cela est indiqué dans le Rapport sur les plans et les priorités de 2016-2017

budgets de fonctionnement	exemplaires positives ont également été adoptées. Le fait de disposer d'analystes qui se concentrent exclusivement sur certains programmes a permis d'accroître les connaissances et la communication de renseignements, ce qui a également permis de prendre de meilleures décisions	des régions rurales	
Mise en œuvre en temps opportun de services et de solutions au sein du Ministère afin de répondre aux pressions opérationnelles internes, tout en contribuant aux initiatives pangouverne-mentales de grande envergure actuelles et futures	Infrastructure Canada s'est assuré de disposer des ressources adéquates pour offrir rapidement les services en matière de gestion et d'information, des technologies de l'information, de communications, de ressources humaines, de finances et autres afin de répondre aux exigences opérationnelles nouvelles et courantes. En particulier, le Ministère a continué de favoriser des liens forts avec Services partagés Canada et Services publics et Approvisionnement Canada, et d'informer régulièrement les employés à propos des changements. La structure de gouvernance du Ministère est uniquement accessible aux employés, ce qui permet d'identifier et de résoudre les problèmes plus efficacement. Les mécanismes de planification du Ministère ont évolué pour permettre de renforcer les liens entre la lettre de mandat, le plan ministériel, le plan d'activités intégré et les accords de gestion de rendement des employés. Pour répondre à la nouvelle Politique sur les résultats, le Ministère a commencé à élaborer un cadre de production de rapports ministériels.	Services internes	Priorités ministérielles n° 4, comme cela est indiqué dans le Rapport sur les plans et les priorités de 2016-2017.

Demande en temps opportun des autorisations auprès des autorités gouverne-mentales compétentes afin de faire avancer le projet du pont international Gordie Howe	Quand le processus de DP sera terminé et qu'un partenaire des secteurs privés aura été sélectionné, l'autorisation du Conseil et Trésor sera nécessaire avant de conclure un accord. Afin de réduire les retards potentiels, Infrastructure Canada et l'Autorité du pont Windsor-Detroit ont conçu un calendrier de projets pour gérer les étapes et les jalons menant à la signature d'un contrat de PPP.	AAP Programme 1.4 Investissements dans les infrastructures de grande envergure	Priorité ministérielle n° 3, comme cela est indiqué dans le Rapport sur les plans et les priorités de 2016-2017

Autres mesures de contrôle des risques

Le groupe d'évaluation des projets (GEP) représente l'une des mesures de contrôle des risques clés d'Infrastructure Canada liées à la mise en œuvre des programmes de paiements de transfert. Le GEP offre la garantie au sous-ministre et au ministre que, pour chaque projet relevant des pouvoirs délégués du ministre, une fonction de contrôle indépendante est exécutée par la haute direction (et deux membres externes indépendants). Il offre également en garantie que les pouvoirs du ministre visant à aller de l'avant sans l'approbation du Conseil du Trésor soient étayés et pleinement justifiés. Le GEP soutient le Ministère en matière de diligence raisonnable rigoureuse, ainsi que de gestion et prestation de programmes efficaces et efficients. Le GEP a montré sa capacité d'examiner, d'assumer la fonction de contrôle et de renvoyer ou de recommander l'approbation d'un grand nombre de projets dans un court délai. Un projet est habituellement examiné par le GEP à deux étapes : premièrement, pour recommander le projet au ministre en vue de l'approbation de principe; et deuxièmement, avant la signature de l'accord de contribution qui constitue un engagement légal.

En 2016-2017, 60 réunions du GEP ont eu lieu et ont entraîné les résultats suivants :

- 118 projets ont été recommandés en vue de l'approbation de principe dans le cadre du Fonds Chantiers Canada – Volet Grandes infrastructures et du Nouveau Fonds Chantiers Canada – Volet Infrastructures provinciales-territoriales — Projets nationaux et régionaux;
- 215 projets ont été recommandés dans le cadre du Nouveau Fonds Chantiers Canada – Volet Infrastructures provinciales et territoriales – Fonds des petites collectivités;
- 955 projets ont été recommandés dans le cadre du Fonds pour l'eau potable et le traitement des eaux usées;
- 896 projets ont été recommandés dans le cadre du Fonds pour l'infrastructure de transport en commun;
- 11 projets ont été étudiés et recommandés et exigeaient l'approbation du Conseil du Trésor au moyen d'un processus simplifié.

Pour la majorité de ses programmes, Infrastructure Canada conclut un accord qui comprend une contribution fédérale maximale servant à rembourser les coûts des projets admissibles après qu'ils aient été engagés et payés par le bénéficiaire ou quand des progrès particuliers ont été réalisés lors de la prestation du programme. Cette mesure de contrôle des risques clés renforce la responsabilité du Ministère dans les cas où un projet soit annulé ou fasse l'objet de changements ayant un impact sur son budget. Cette mesure influence les résultats présentés dans le présent rapport de deux façons :

- Quand les bénéficiaires du financement subissent des retards dans l'achèvement des projets ou dans la présentation de leurs demandes de remboursement, cela a un impact négatif sur la capacité d'Infrastructure Canada de respecter ses dépenses prévues pour un exercice donné.
- Quand il y a dépassement des coûts d'un projet, le pourcentage de financement obtenu auprès des partenaires en est augmenté d'autant, ce qui contribue au dépassement des cibles du ministère à cet égard.

Ces situations se présentent fréquemment dans les tableaux de résultats de ce rapport, et il est important de comprendre leur lien avec une importante mesure de contrôle des risques.

Résultats : Nos réalisations

Programmes

Programme 1.1 : Financement des priorités provinciales-territoriales

Description

Ce programme offre un financement prévisible à chaque province et territoire afin d'améliorer le réseau d'infrastructures publiques du Canada. Les paiements fédéraux destinés aux provinces et aux territoires sont effectués conformément aux modalités des ententes de financement signées, ce qui comprend l'acceptation des plans d'immobilisations et des rapports sur les dépenses par le gouvernement fédéral. Le financement versé par l'intermédiaire de ce programme permet d'obtenir des contributions additionnelles auprès d'autres partenaires financiers afin d'augmenter l'investissement global dans les infrastructures publiques destinées aux Canadiens. Les paiements peuvent être effectués à l'avance et des dispositions sur le partage des coûts s'appliquent à un plan d'immobilisations dans son ensemble, non aux initiatives particulières s'inscrivant dans un tel plan. Dans le cadre de ce programme, on utilise les fonds provenant du paiement de transfert intitulé Financement de base pour les infrastructures des provinces et des territoires.

Résultats

À la suite de l'accroissement du Financement de base pour les infrastructures des provinces et des territoires, tous les fonds disponibles conformément à ce programme (2,3 milliards de dollars) ont été utilisés le 31 mars 2014. Le programme a principalement fourni des fonds pour les projets routiers.

Au 31 mars 2017, 5 des 13 administrations avaient rempli leurs obligations en matière d'établissement de rapports et avaient reçu leur paiement final. Ce programme est clos en ce qui concerne trois de ces administrations. Les accords de financement pour le reste des administrations ont été prolongés afin de leur permettre de réaliser les initiatives et de répondre aux exigences en matière de production de rapports, en tenant compte des exigences de partage des coûts de ce programme ainsi que des coûts finaux de l'initiative. Ces accords de financement prolongés devraient être clos d'ici deux ans, soit au 31 mars 2019.

Infrastructure Canada ainsi que les gouvernements provinciaux et territoriaux continuent de collaborer étroitement afin de fournir des instructions sur le respect des exigences en matière de production de rapports et de s'assurer que les exigences des programmes de partage des coûts sont respectées, à mesure que les initiatives continuent d'être exécutées.

En 2016-2017, les demandes de prolongation transmises par la majorité des bénéficiaires ont eu des répercussions sur les dépenses réelles de l'exercice financier.

Résultats réalisés

Résultats attendus	Indicateurs de rendement	Cibles*	Date d'atteinte de la cible	Résultats réels 2016–2017	Résultats réels 2015–2016	Résultats réels 2014–2015
Le financement pour les priorités provinciales-territoriales permet d'obtenir des investissements auprès d'autres partenaires afin d'accroître l'investissement global dans les infrastructures publiques dont bénéficient les Canadiens.	Financement obtenu auprès des partenaires en pourcentage du financement fédéral pour les provinces	100 %	31 mars 2017	158 %	156 %	155,8 %
	Financement obtenu auprès des partenaires en pourcentage du financement fédéral pour les territoires	33 %	31 mars 2017	51 %	51 %	50,1 %

* Cibles cumulatives au cours du programme, estimation jusqu'au 31 mars 2018.

Ressources financières budgétaires (en dollars)

Budget principal des dépenses 2016–2017	Dépenses prévues 2016–2017	Autorisations totales disponibles 2016–2017	Dépenses réelles (autorisations utilisées) 2016–2017	Écart (réelles moins prévues) 2016–2017
97 380 082	97 380 082	97 327 297[1]	3 064 280[2]	(94 315 802)

Ressources humaines (équivalents temps plein)

Prévues 2016–2017	Réelles 2016–2017	Écart (réelles moins prévues) 2016–2017
1	3	2

[1] Les autorisations totales disponibles de 2016-2017 aux fins d'utilisation dans le cadre de ce programme étaient inférieures au Budget principal des dépenses de 2016-2017, étant donné que la somme opérationnelle a été réajustée pour 2016-2017.

[2] Les dépenses réelles de 2016-2017 dans le cadre de ce programme étaient inférieures aux dépenses prévues, étant donné que le Ministère a reçu moins de demandes que prévu pour les projets terminés.

Programme 1.2 : Financement permanent et souple pour les infrastructures publiques

Description

Pour appuyer le développement d'infrastructures communautaires pour les Canadiens, ce programme offre un financement prévisible et à long terme aux municipalités, dans le but de soutenir la planification municipale la gestion des actifs à long terme, puis de répondre aux priorités en matière d'infrastructure. Le financement est attribué dans le but de bâtir et de remettre en état des infrastructures publiques dans le respect général des modalités des ententes en vigueur. Les Fonds fédéraux sont versés à l'avance et il n'est pas nécessaire de les utiliser au cours de l'année où ils ont été octroyés. Ce programme a recours au financement découlant du paiement de transfert du Fonds de la taxe sur l'essence du gouvernement fédéral.

Résultats

En 2016-2017, les administrations ont reçu leurs paiements. En tout, 2,1 milliards de dollars ont été transférés aux administrations dans le cadre du Fonds de la taxe sur l'essence du gouvernement fédéral. Un montant supplémentaire de 30 millions de dollars a été transféré à partir d'autres programmes d'infrastructure fédéraux plus anciens, conformément au budget de 2016[3].

Les projets financés par le Fonds de la taxe sur l'essence du gouvernement fédéral appartiennent à diverses catégories. En 2015-2016, 1460 projets en tout ont été réalisés[4]. Les projets financés visaient principalement les routes locales, suivies par les projets pour l'eau potable et le traitement des eaux usées.

À la suite du rapport du printemps de 2016 du commissaire à l'environnement et au développement durable, le Ministère a pris des mesures pour améliorer les rapports relatifs au Fonds de la taxe sur l'essence du gouvernement fédéral. En janvier 2017, Infrastructure Canada a organisé un atelier interministériel sur ce même Fonds qui a permis des discussions et la collaboration entre les représentants du gouvernement fédéral ainsi que des gouvernements provinciaux, territoriaux et municipaux et des représentants de deux associations municipales importantes. L'atelier s'est concentré sur la transmission de rapports concernant les résultats et les pratiques exemplaires liées à la gestion des biens. Le Ministère a fourni aux signataires des lignes directrices en matière de production de rapports pour les aider à mieux rendre compte des résultats obtenus. Cet exercice visait trois buts spécifiques et mesurables, soient:

- Assurer aux municipalités l'accès à une source de financement prévisible;
- Investir dans l'infrastructure des collectivités;

[3] Dans le budget de 2016, les provinces et les territoires devaient prioriser les fonds des projets proposés dans le cadre d'autres programmes d'infrastructure fédéraux plus anciens avant le 31 mars 2016. Les fonds non utilisés ont été transférés au Fonds de la taxe sur l'essence du gouvernement fédéral avant le 31 mars 2017.

[4] Au moment de la publication, les listes des projets financés en 2016-2017 n'étaient pas encore disponibles.

- Soutenir et favoriser la planification municipale et la gestion des actifs à long terme.

Les premiers rapports sur les résultats sont attendus en 2018.

Résultats réalisés

Résultats prévus	Indicateurs de rendement	Cibles	Date d'atteinte de la cible	Résultats réels 2016–2017	Résultats réels 2015–2016	Résultats réels 2014–2015
Les provinces, les territoires et les associations municipales responsables du financement versé aux administrations locales dans le cadre du financement permanent et souple pour les infrastructures publiques	Pourcentage des administrations respectant les exigences en matière d'établissement de rapports des accords	100 %	31 mars 2017	100 %	93 %	93 %
Les municipalités ont accès à un financement permanent et souple pour les infrastructures afin de construire et d'améliorer les infrastructures	Pourcentage de l'affectation du Fonds de la taxe sur l'essence qui est versé aux signataires des ententes	100 %	31 mars 2017	100 %	100 %	100 %

Ressources financières budgétaires (en dollars)

Budget principal des dépenses 2016–2017	Dépenses prévues 2016–2017	Autorisations totales disponibles 2016–2017	Écart (dépenses réelles) 2016–2017	Écart (réelles moins prévues) 2016–2017
2 074 601 337	2 074 601 337	2 103 972 917[5]	2 102 832 309[6]	28 230 972

[5] Les autorisations totales disponibles pour 2016-2017 dans le cadre de ce programme étaient supérieures au Budget principal des dépenses de 2016-2017, étant donné que les autorisations financières ont été transférées à partir de programmes fédéraux d'infrastructures plus anciens pour être transférés au moyen du Fonds de la taxe sur l'essence du gouvernement fédéral aux provinces et territoires, conformément au budget de 2016. Ce transfert des autorisations financières (dépenses votées) permet de s'assurer que les fonds seront versés aux priorités d'infrastructures municipales à court terme.

[6] Les fonds dans le cadre de ce programme représentent habituellement des dépenses prévues par la loi. Toutefois, les dépenses réelles de 2016-2017 comprennent également des dépenses votées, qui constituent le transfert de fonds à partir de programmes fédéraux d'infrastructures plus anciens aux

Ressources humaines (équivalents temps plein)

Prévues 2016–2017	Réelles 2016–2017	Écart (réelles moins prévues) 2016–2017
23	15	(8)

Programme 1.3 : Investissements dans les priorités liées aux infrastructures nationales

Description

Le programme permet de financer des projets d'infrastructure qui répondent aux priorités nationales touchant tous les Canadiens. Le financement est alloué essentiellement à la suite de l'évaluation du mérite des propositions soumises (par Infrastructure Canada ou la Fédération canadienne des municipalités) et aucune affectation n'est préétablie pour les provinces et les territoires. Le financement versé par l'intermédiaire de ce programme permet d'obtenir des contributions additionnelles auprès d'autres partenaires financiers pour des projets d'infrastructure admissibles ou des initiatives de renforcement des capacités. Les paiements sont effectués à mesure que les travaux progressent, conformément aux modalités des accords de contribution qui ont été conclus. Dans le cadre de ce programme, les fonds proviennent du Volet Infrastructures nationales du Nouveau Fonds Chantiers Canada, du Fonds pour l'infrastructure verte, du Fonds sur l'infrastructure frontalière, du Fonds pour la route entre Inuvik et Tuktoyaktuk, du Fonds pour les infrastructures de transport en commun, du Fonds pour l'eau potable et le traitement des eaux usées, du Fonds pour la gestion des actifs et du fonds Renforcement de la capacité pour les défis liés aux changements climatiques.

provinces et territoires au moyen du Fonds de la taxe sur l'essence du gouvernement fédéral. Le transfert des dépenses votées au moyen de ce Fonds permet de s'assurer que le financement sera versé aux priorités d'infrastructures municipales à court terme.

Résultats réels

Le budget de 2016 a jeté les bases du plan d'infrastructures à long terme du gouvernement, qui comprenait le lancement de quatre nouveaux programmes de paiements de transfert. Le **Fonds pour l'infrastructure de transport en commun** est une source de financement qui vise à accélérer les investissements municipaux dans le transport en commun. Le **Fonds pour l'eau potable et le traitement des eaux usées** donne un appui financier aux projets qui donnent aux collectivités canadiennes des systèmes d'eau potable et de traitement des eaux usées plus fiables tout en protégeant l'environnement.

Nouvelles lignes vertes du réseau de train léger de Calgary

Les travaux importants visant à jeter les bases de la nouvelle ligne verte du réseau de train léger de Calgary sont lancés. Le financement offert au moyen de la phase 1 du plan *Investir dans le Canada* et par le gouvernement de l'Alberta permettra de créer des emplois visant à déplacer les principaux services publics, à enlever des bâtiments, à réinstaller les voies ferroviaires du CN et du CP et à assainir d'anciens sites d'enfouissement et de sols contaminés. En bout de piste, l'ensemble de ces activités offrira aux résidents et aux entreprises locales des possibilités d'affaires, de meilleurs services de transport en commun et un environnement plus sain.

En ce qui concerne les deux Fonds susmentionnés, des accords de financement ont été signés avec les provinces et les territoires pour plus de 1700 projets, la contribution fédérale étant de 3,1 milliards de dollars environ pour un investissement total de 6,3 milliards de dollars par l'ensemble des paliers de gouvernement.

Le **Fonds de gestion des actifs** offre un appui financier visant à améliorer les pratiques de gestion des actifs et la collecte de données au niveau communautaire. Le **Fonds du renforcement de la capacité pour lutter contre les changements climatiques** offre un appui financier pour renforcer la capacité des municipalités en vue d'aider des gouvernements locaux à comprendre et à saisir les possibilités visant à réduire les émissions de gaz à effet de serre et renforcer la planification municipale en matière de résilience face aux changements climatiques. Les deux programmes sont administrés par la Fédération canadienne des municipalités sous les noms de « Gestion municipale des actifs » et « Municipalités pour l'innovation climatique ».

Les investissements d'infrastructures financés au moyen des autres programmes de paiements de transfert dans le cadre de ce programme aident à améliorer les transports par les autoroutes et les routes, l'infrastructure frontalière, l'infrastructure maritime, les aéroports régionaux et locaux, le traitement des eaux usées, la gestion des déchets solides et l'infrastructure à énergie verte. Le résumé proposé ci-après présente les principales réalisations pour chaque programme en 2016-2017.

Nouveau Fonds Chantiers Canada – Volet Infrastructures nationales
En 2016-2017, six projets ont été approuvés avec une contribution fédérale de 1,58 milliard de dollars et des investissements totaux de près de 4,69 milliards de dollars. Les principales catégories d'investissement dans le cadre de ce programme ont été les autoroutes et les routes principales, avec un investissement fédéral total de 1,5 milliard de dollars, et une infrastructure maritime bénéficiant d'un total d'investissement fédéral de près de 112 millions de dollars.

Fonds pour l'infrastructure verte
Vingt projets ont été approuvés dans le cadre du Fonds pour l'infrastructure verte (une hausse, relativement aux 18 projets signalés en 2015-2016, dans le Rapport ministériel sur le rendement), ce qui représente un engagement fédéral de près de 744 millions de dollars. La plus grande catégorie d'investissement, en termes de coûts admissibles totaux, est l'infrastructure de traitement des eaux usées, laquelle devrait réduire le volume et améliorer le niveau de traitement des effluents d'eaux usées et favoriser un environnement propre. La deuxième catégorie importante d'investissements est l'infrastructure à énergie verte, laquelle devrait avoir un impact positif sur la sécurité de l'approvisionnement en électricité dans les administrations concernées.

Fonds pour l'infrastructure frontalière
Depuis le début de ce programme en 2003-2004, un total de 12 projets a été approuvé, avec une contribution fédérale de 591 millions de dollars et une valeur totale de 1,35 milliard de dollars. Quatre projets sont toujours en cours, avec une contribution fédérale de 273 millions de dollars et une valeur totale de 711 millions de dollars.

Fonds pour la route entre Inuvik et Tuktoyaktuk
Plus de 187 millions de dollars ont été versés au Fonds pour la route entre Inuvik et Tuktoyaktuk en vue d'achever la section la plus au nord de la route de la Vallée du Mackenzie, qui reliera le réseau routier canadien d'un océan à l'autre. Des techniques de construction uniques ont été utilisées pour assurer la protection du pergélisol continu sous-jacent. Environ 74 p. 100 de la main-d'œuvre pour ce projet habite la région d'Inuvik ou des autres collectivités des Territoires du Nord-Est. L'ouverture officielle est prévue pour novembre 2017.

Route entre Inuvik et Tuktoyaktuk

À son ouverture en 2017, la nouvelle autoroute réduira le coût de la vie à Tuktoyaktuk. Elle permettra le transport de marchandises par voie routière pendant toute l'année et élargira les possibilités de développement des entreprises. De plus, elle réduira les coûts d'exploration pétrolière et gazière, qui sont une source d'emploi. Finalement, elle renforcera la souveraineté du Canada dans le Nord.

Résultats réalisés

Résultats prévus	Indicateurs de rendement	Cibles*	Date d'atteinte de la cible	Résultats réels 2016–2017	Résultats réels 2015–2016	Résultats réels 2014–2015
Le financement d'Infrastructure Canada permet d'obtenir des investissements en infrastructure auprès d'autres partenaires afin d'accroître l'investissement global dans les infrastructures publiques dont bénéficient les Canadiens	Financement obtenu des partenaires en pourcentage du financement fédéral (engagé)	129 %	31 mars 2017	358 %[7]	154 %	160 %
Des projets d'infrastructure qui correspondent aux priorités nationales et qui favorisent la croissance économique, le développement de collectivités où il fait bon vivre et l'assainissement de l'environnement sont mis en œuvre à l'aide de modes d'approvisionnement traditionnels.	Nombre de projets d'infrastructure correspondant aux priorités nationales terminés	4	31 mars 2017	1	13	12
	Valeur des projets d'infrastructure correspondant aux priorités nationales terminés	479 418 860 $	31 mars 2017	236 millions $	1,6 milliard $	1,46 milliard $

*** Cibles annuelles**, estimées jusqu'au 31 mars 2017, comme cela est indiqué dans le Rapport sur les plans et les priorités de 2016-2017. Les cibles compilées pour ce programme sont basées sur les programmes de paiement de transfert suivants : le Volet Infrastructures nationales du Nouveau Fonds Chantiers Canada, le Fonds pour l'infrastructure verte, le Fonds sur l'infrastructure frontalière et le Fonds pour la route entre Inuvik et Tuktoyaktuk. (Les cibles n'incluent pas le Fonds pour l'infrastructure de transport en commun, le Programme pour l'eau potable et le traitement des eaux usées, le Fonds de gestion des actifs, ni le Fonds de renforcement de la capacité pour les défis liés aux changements climatiques, étant donné que ces programmes n'ont pas été approuvés au moment de la publication du Rapport sur les plans et les priorités de 2016-2017).

[7] Dans le cadre du programme 1.3, un projet a été terminé en 2016-2017, avec une contribution fédérale de 51,5 millions de dollars et des coûts admissibles totaux de 236 millions de dollars, ce qui représente un effet de levier de 358 %, en matière de financement obtenu des partenaires relativement au financement fédéral engagé.

Ressources financières budgétaires (en dollars)

Budget principal des dépenses 2016–2017	Dépenses prévues 2016–2017	Autorisations totales disponibles 2016–2017	Dépenses réelles (autorisations utilisées) 2016–2017	Écart (réelles moins prévues) 2016–2017
174 342 089[8]	49 588 756	1 646 617 194[9]	164 694 236	115 105 480

Ressources humaines (équivalents temps plein)

Prévues 2016–2017	Réelles 2016–2017	Écart (réelles moins prévues) 2016–2017
24	34	10

Programme 1.4 : Investissements dans les infrastructures de grande envergure

Description

Dans le cadre de ce programme, des fonds sont investis dans des projets d'infrastructure importants sur le plan national, régional ou local. Le financement versé dans le cadre de ce programme attire des contributions additionnelles d'autres partenaires de financement dans le cas des projets d'infrastructure admissibles. Le financement pourrait être accordé par région. Les paiements sont effectués à mesure que les travaux progressent, conformément aux modalités des ententes de contributions signées. Ce programme utilise des fonds provenant des paiements de transfert suivants : le Nouveau Fonds Chantiers Canada — Volet Infrastructures provinciales-territoriales — Projets d'importance nationale régionale, le Fonds Chantiers — Volet Grandes infrastructures, et le Fonds canadien sur l'infrastructure stratégique.

Résultats

Les investissements d'infrastructure à grande échelle financés au moyen des paiements de transfert dans le cadre de ce programme contribuent aux améliorations dans les domaines

[8] Comme cela est indiqué dans le Rapport sur les plans et les priorités de 2016-2017, le Budget principal des dépenses de 2016-2017 était supérieur aux dépenses prévues pour 2016-2017 dans le cadre de ce programme, étant donné qu'il incluait des fonds qu'Infrastructure Canada n'avait pas prévu de dépenser au cours de l'exercice. Par conséquent, les fonds de 2016-2017 seront reportés aux exercices futurs et resteront réservés pour les projets d'infrastructure. Cela s'applique principalement aux programmes de paiement de transfert suivant : le Fonds pour l'infrastructure de transport en commun, le Fonds pour l'eau potable et le traitement des eaux usées et le Nouveau Fonds Chantiers Canada - Volet Infrastructures nationales.

[9] Les autorisations totales disponibles de 2016-2017, dans le cadre de ce programme, ont augmenté, étant donné que des fonds supplémentaires ont été obtenus pour la première phase du plan *Investir dans le Canada* par l'intermédiaire du Budget supplémentaire des dépenses.

suivants : mobilité et sécurité des transports, eau potable, infrastructures pour l'atténuation des catastrophes, connectivité à large bande, traitement des eaux usées, innovation, énergie verte. Ce faisant, ils aident à soutenir la croissance économique et améliorer la qualité de vie des Canadiens. Voici un résumé des principales réalisations pour chaque programme en 2016-2017.

Nouveau Fonds Chantiers Canada — Volet Infrastructures provinciales et territoriales — Projets nationaux et régionaux

En 2016-2017, Infrastructure Canada et ses partenaires ont réalisé des progrès dans la mise en œuvre des projets nationaux et régionaux du Volet Infrastructures provinciales-territoriales. Quatre-vingt-onze projets supplémentaires ont été approuvés, avec une contribution fédérale de 3,45 milliards de dollars et une valeur totale de 7,6 milliards de dollars.

Depuis le lancement du programme en 2014-2015, un total de 134 projets, avec une contribution fédérale de 4,24 milliards de dollars, ont été lancés. Deux projets sont déjà terminés.

Les catégories principales d'investissement dans le cadre de ce programme sont les infrastructures autoroutières et les routes principales, avec un investissement fédéral total de près de 1,3 milliard de dollars, ainsi que l'infrastructure de traitement des eaux usées, avec un investissement fédéral total de près de 408 millions de dollars. La part fédérale totale attribuée dans le cadre de ce programme s'élève à 9 milliards de dollars.

Usine de traitement secondaire des eaux usées de Lions Gate au nord de Vancouver

Le projet proposé comprend la construction d'une nouvelle usine de traitement des eaux usées secondaires pour remplacer l'usine de traitement principale des eaux usées de Lions Gate et des améliorations des réseaux d'égout. Ce projet est proposé afin de respecter le Règlement sur les effluents des systèmes d'assainissement des eaux usées ainsi que les normes provinciales de traitement des eaux usées.

Fonds Chantiers Canada – Volet Grandes infrastructures

Théâtre le Diamant (Québec)

Situé au cœur du Vieux-Québec, près de la place d'Youville, le projet du Diamant comprend la construction d'un théâtre doté de 625 sièges, capable d'accueillir des productions provenant du Québec, du Canada et du monde entier, notamment la compagnie Ex Machina de Robert Lepage.

Au cours de la période visée par le rapport, 15 projets qui ont reçu une contribution fédérale de 316 millions de dollars et d'une valeur totale de plus de 866 milliards de dollars ont été achevés. Les travaux de construction ont commencé pour six projets, avec une contribution fédérale de 57,6 millions de dollars pour une valeur totale de 208 millions de dollars. En outre, 63 projets sont en cours, avec une contribution fédérale de 3,6 milliards de dollars et une valeur totale de 10,9 milliards de dollars.

Depuis le lancement du programme en 2008-2009, 194 projets ont été approuvés avec une contribution fédérale de 6,2 milliards de dollars et une valeur totale de 18,3 milliards de dollars. Les plus grandes catégories d'investissement dans le cadre de ce programme sont les suivantes : infrastructure de transport en commun, avec un investissement fédéral total de près 2,62 milliards de dollars; les routes locales, avec un investissement fédéral total de près de 928 millions de dollars.

Fonds canadien sur l'infrastructure stratégique

Au cours de la période visée par le rapport, Infrastructure Canada et ses partenaires de prestation fédéraux ont réalisé des progrès quant à la mise en place de ce programme. Dix-huit projets, qui avaient été préalablement approuvés, sont toujours en cours, avec une contribution fédérale de 1,5 milliard de dollars et une valeur totale de 4 milliards de dollars.

Depuis le lancement du programme en 2003-2004, 91 projets ont été approuvés avec une contribution fédérale de 4,6 milliards de dollars et une valeur totale de 12,4 milliards de dollars. Les catégories principales d'investissement fédéral dans le cadre de ce Fonds sont les suivantes : autoroutes et routes principales, avec un investissement fédéral total de près de 1,72 milliard de dollars; le transport en commun, avec investissement fédéral total de près de 1,52 milliard de dollars.

Résultats réalisés

Résultats prévus	Indicateurs de rendement	Cibles	Date d'atteinte de la cible	Résultats réels 2016–2017	Résultats réels 2015–2016	Résultats réels 2014–2015
Le financement d'Infrastructure Canada permet d'obtenir des investissements en infrastructure auprès d'autres partenaires afin d'accroître l'investissement global dans les infrastructures publiques dont bénéficient les Canadiens.	Financement obtenu des partenaires, exprimé en pourcentage du financement fédéral (engagé)	155 %	31 mars 2017	161 %	191 %	200 %
	Nombre de projets d'infrastructure à grande échelle terminés	43	31 mars 2017	22	176	146
Des projets d'infrastructure de grande envergure qui favorisent la croissance économique, le développement de collectivités où il fait bon vivre et l'assainissement de l'environnement sont mis en œuvre à l'aide de modes d'approvisionnement traditionnels.	Valeur des projets d'infrastructure de grande envergure terminés	2 911 730 840 $	31 mars 2017	2,4 milliards $	9,9 milliards $	13,7 milliards $
Des projets de grande envergure qui favorisent la croissance économique sont mis en œuvre dans le cadre de partenariats publics-privés.	Nombre de projets de grande envergure exécutés dans le cadre d'un PPP	1	31 mars 2017	1	8	S.O.
	Valeur de projets de grande envergure exécutés dans le cadre d'un PPP	848 177 962 $	31 mars 2017	848 177 962 $	4,9 milliards $	S.O.

Ressources financières budgétaires (en dollars)

Budget principal des dépenses 2016–2017	Dépenses prévues 2016–2017	Autorisations totales disponibles 2016–2017	Dépenses réelles Autorisations utilisées 2016–2017	Écart (réelles moins prévues) 2016–2017
1 269 427 535[10]	751 990 832	1 151 636 243[11]	703 602 026	(48 388 806)

Ressources humaines (équivalents temps plein)

Prévues 2016–2017	Réelles 2016–2017	Écart (réelles moins prévues) 2016–2017
72	75	3

Programme 1.5 : Investissements dans les infrastructures des petites collectivités et des régions rurales

Description

Ce programme permet d'investir dans des projets d'infrastructure de petites collectivités et de régions rurales afin de soutenir les économies et les priorités locales et régionales. Le financement versé dans le cadre de ce programme attire des contributions additionnelles d'autres partenaires de financement des projets d'infrastructure admissibles. Les fonds peuvent être répartis entre les administrations. Les paiements sont versés en fonction des coûts admissibles engagés dans le cadre des accords de contribution signés. Ce programme utilise des fonds provenant des paiements de transfert suivants: le Fonds des petites collectivités du Volet Infrastructures provinciales-territoriales du Nouveau Fonds Chantiers Canada et le Fonds Chantiers Canada — Volet Collectivités.

Résultats

Des projets d'infrastructure financés dans le cadre de ce programme contribuent aux petites collectivités et permettent d'améliorer la qualité de vie des Canadiens, en améliorant les autoroutes et les routes, le traitement des eaux usées, la distribution de l'eau potable, le transport en commun, les loisirs, la culture, le renforcement de la capacité, la gestion des déchets solides, l'énergie verte et l'atténuation des catastrophes.

[10] Comme cela est indiqué dans le Rapport sur les plans et les priorités de 2016-2017, le Budget principal des dépenses de 2016-2017 était supérieur aux dépenses prévues de 2016-2017 dans le cadre de ce programme, étant donné qu'il incluait des fonds que Infrastructure Canada n'avait pas prévu de dépenser en 2016-2017. Par conséquent, les fonds provenant de 2016-2017 seront reportés aux exercices suivants et seront réservés pour les projets d'infrastructure à l'avenir. Cela s'applique aux programmes de paiements de transfert suivants : Nouveau Fonds Chantiers Canada - Projets nationaux et régionaux et Volet Grandes infrastructures du Fonds Chantiers Canada. Cela comprend également des fonds pour couvrir les coûts directs du Ministère du projet du pont international Gordie-Howe.

[11] Les autorisations totales disponibles de 2016-2017 dans le cadre de ce programme ont augmenté, étant donné que des fonds supplémentaires ont été obtenus grâce au Budget supplémentaire des dépenses de 2016-2017 pour deux projets de la première phase du plan *Investir dans le Canada*.

Voici un résumé des principales réalisations clés propres à chaque programme en 2016-2017.

Nouveau Fonds Chantiers Canada — Volet Infrastructures provinciales et territoriales — Fonds des petites collectivités

En 2016-2017, un total de 591 755 302 $ ont été transférés au Nouveau Fonds Chantiers Canada — Volet Infrastructures provinciales et territoriales — Fonds des petites collectivités. Les fonds ont été transférés à partir d'autres programmes d'infrastructures fédéraux, ce qui a augmenté la part fédérale totale engagée pour ce programme à 1,5 milliard de dollars. Au cours de la période visée par le rapport, 177 projets ont été approuvés, ce qui représente 1,03 milliard de dollars de la part fédérale engagée s'élevant à 1,5 milliard de dollars. Les projets approuvés en 2016-2017 relèvent des catégories suivantes : transport public, eau potable, traitement des eaux usées, loisirs, routes et autoroutes, gestion des déchets solides ainsi que l'infrastructure maritime et touristique.

South West Integrated Fibre Technology (SWIFT) Network (sud-ouest de l'Ontario)

Ce projet vise à sélectionner des fournisseurs de services pour bâtir une nouvelle infrastructure de fibre optique dans le sud-ouest de l'Ontario. Quand la phase initiale de ce projet sera complétée en 2020, 310 collectivités auront accès à la fibre optique, dans une de la région où la densité de la population peut être aussi faible que 4 personnes par kilomètre carré. SWIFT vise à relier virtuellement chaque résident, agriculteur, entreprise et organisation du secteur public aux fibres optiques d'ici 2040, ce qui contribuera à relancer l'économie régionale.

Les gouvernements provinciaux et territoriaux ont consulté les municipalités afin de prioriser leur financement FTC-VIPT avant le 31 mars 2018. Le financement FPC-VIPT qui n'a pas été priorisé officiellement à cette date sera transféré au Fonds de la taxe sur l'essence du gouvernement fédéral aux fins d'utilisation dans la province ou le territoire respectif.

Volet Collectivités du Fonds Chantiers Canada

Depuis le lancement de ce programme en 2008-2009, un total de 955 projets ont été approuvés et 1,02 milliard de dollars de fonds fédéraux ont été engagés dans le cadre du Fonds Chantiers Canada — Volet Collectivités.

Au cours de la période visée par le rapport, le Ministère a collaboré étroitement avec les partenaires fédéraux chargés de l'exécution afin de clore le programme dans les régions sauf le Québec. À ce titre, on s'est attaché à terminer les projets et à exécuter les procédures de clôture d'autres programmes, y compris le rapprochement des dossiers financiers.

En tout, 42 projets, avec une contribution fédérale d'environ 47 millions de dollars et une valeur totale de 150 millions de dollars, ont été terminés en 2016-2017. Environ la moitié de ces projets améliorent la qualité et l'accès à l'eau potable. Environ un cinquième

d'entre eux permettent d'améliorer le traitement des eaux usées et des effluents d'eau de puits.

Cinquante-deux autres projets, avec une contribution fédérale d'environ 98 millions de dollars et une valeur totale de 272 millions de dollars, sont en cours.

En ce qui concerne le Québec, le Fonds Chantiers Canada – Volet Grands centres urbains permet d'appuyer les projets dans les municipalités avec des populations de 100 000 ou plus. Au moyen de ce Fonds, le gouvernement du Canada réserve 200 millions de dollars aux grands centres du Québec dans le cadre de l'attribution de 2 milliards de dollars pour le Québec, au moyen du Fonds Chantiers Canada. En 2016-2017, Infrastructure Canada et ses partenaires fédéraux d'exécution ont réalisé les progrès suivants lors de la mise en œuvre du Fonds Chantiers Canada – Volet Grands centres urbains :

- Quatre projets avec une contribution fédérale de plus de 19 millions de dollars et une valeur totale de 59 millions de dollars ont été approuvés.
- Vingt-cinq projets avec une contribution fédérale d'environ 184 millions de dollars et une valeur totale de 576 millions de dollars sont en cours.

Résultats réalisés

Résultats prévus	Indicateurs de rendement	Cibles*	Date d'atteinte de la cible	Résultats réels pour 2016–2017 **	Résultats réels pour 2015–2016	Résultats réels pour 2014–2015
Le financement d'Infrastructure Canada permet d'obtenir des investissements en infrastructure auprès d'autres partenaires afin d'accroître l'investissement global dans les infrastructures publiques dont bénéficient les Canadiens	Financement obtenu des partenaires en pourcentage du financement fédéral (engagé)	250 %	31 mars 2017	197 %	216 %	232 %
Des projets d'infrastructure qui favorisent l'assainissement de l'environnement pour les petites collectivités et les régions rurales sont mis en œuvre	Nombre de projets d'infrastructure terminés dans les petites collectivités et les régions rurales	55	31 mars 2017	39	266	731
	Valeur des projets d'infrastructure terminés dans les petites collectivités et les régions rurales	169 513 850 $	31 mars 2017	78 315 312 $	842 millions $	2,06 milliards $
Des projets d'infrastructure qui favorisent le développement de petites collectivités et de régions rurales où il fait bon vivre sont mis en œuvre	Nombre de projets d'infrastructure terminés dans les petites collectivités et les régions rurales	67	31 mars 2017	44	598	S. O.
	Valeur des projets d'infrastructure terminés dans les petites collectivités et les régions rurales	260 869 080 $	31 mars 2017	100 089 975 $	1,25 milliard $	S. O.
Des projets d'infrastructure qui favorisent le renforcement des économies dans les petites collectivités et les régions rurales sont mis en œuvre	Nombre de projets d'infrastructure terminés dans les petites collectivités et les régions rurales	20	31 mars 2017	19	228	S. O.
	Valeur des projets d'infrastructure terminés dans les petites collectivités et les régions rurales	103 444 585 $	31 mars 2017	42 505 278 $	553 millions $	S. O.

* **Cibles annuelles**, estimées jusqu'au 31 mars 2017, comme cela est indiqué dans le Rapport sur les plans et les priorités de 2016-2017. Les cibles compilées pour ce programme sont basées sur les programmes de paiements de transfert suivants : le Nouveau Fonds Chantiers Canada – Volet Infrastructures provinciales et territoriales – Fonds des petites collectivités, Volet Collectivités du Fonds Chantiers Canada et Fonds Chantiers Canada – Volet Grands centres urbains.

**Les résultats réels en 2016-2017 sont inférieurs aux résultats des exercices précédents en raison de la clôture du Fonds Chantiers Canada – Volet Collectivités sauf au Québec.

Ressources financières budgétaires (en dollars)

Budget principal des dépenses 2016–2017	Dépenses prévues 2016–2017	Autorisations totales disponibles 2016–2017	Écart (dépenses réelles) 2016–2017	Écart (réelles moins prévues) 2016–2017
131 922 508	227 236 114[12]	167 041 506[13]	157 116 165	(70 119 949)

Ressources humaines (équivalents temps plein)

Prévues 2016–2017	Réelles 2016–2017	Écart (réelles moins prévues) 2016–2017
16	17	1

Programme 1.6 : Nouveau pont pour le projet de corridor du St-Laurent (communément appelé le projet de corridor du nouveau pont Champlain)

Description

Afin d'appuyer les priorités du gouvernement du Canada en matière d'économie et de sécurité, ce programme veille à l'exécution du projet de corridor du nouveau pont pour le Saint-Laurent, à Montréal (Québec). Infrastructure Canada est chargé de mener à bien ce projet. Celui-ci vise à fournir un passage sécuritaire et efficace aux résidents locaux, aux navetteurs et aux conducteurs de véhicules commerciaux. Le nouveau pont et son corridor contribueront à l'augmentation de la capacité et de l'efficacité des infrastructures des portes d'entrée et des corridors à l'échelle régionale et nationale. Le projet doit être réalisé grâce à un partenariat public-privé.

[12] Comme cela est indiqué dans le Rapport sur les plans et les priorités de 2016-2017, les dépenses prévues sont supérieures au Budget principal des dépenses dans le cadre de ce programme, étant donné qu'il comprenait des fonds supplémentaires qu'Infrastructure Canada n'avait pas envisagé de dépenser en 2016-2017.

[13] Les autorisations totales disponibles de 2016-2017 dans le cadre de ce programme étaient supérieures au Budget principal des dépenses de 2016-2017; en ce qui concerne les territoires, une marge de manœuvre a été fournie pour transférer les fonds entre Nouveau Fonds Chantiers Canada – Volet Infrastructures provinciales-territoriales; Nouveau Fonds Chantiers Canada – Volet Infrastructures provinciales-territoriales-Fonds des petites collectivités.

Résultats

Ce projet de pont continue d'être mis en œuvre avec succès d'après un modèle d'approvisionnement en partenariat public-privé (PPP). L'équipe de projet collabore étroitement avec le Groupe Signature sur le Saint-Laurent (SSL), le partenaire privé, afin d'exécuter le projet dans les délais prévus, en supervisant l'entente de projet et en examinant les plans de travail pour en assurer la conformité. La conception structurelle de l'ensemble du pont, y compris le pont à haubans et les tabliers d'approche est et ouest, est terminée; les travaux de construction sont bien avancés, et les composantes du pont sont désormais visibles au-dessus du Saint-Laurent. Le Ministère a travaillé avec diligence avec SSL pour coordonner les travaux de construction sur le tronçon principal du pont et sur l'autoroute 15, ainsi que les travaux maritimes pour les piles du pont.

Grâce à une étroite collaboration entre Infrastructure Canada et l'équipe environnementale de SSL, des progrès ont été réalisés pour mettre en œuvre des mesures d'atténuation liées à l'évaluation environnementale durant les travaux de construction. Les projets de compensation de l'habitat supervisés par Infrastructure Canada avancent également. Les activités de construction pour le projet de compensation de l'Île Lapierre, lequel permettra de compenser les pertes dues à la construction dans les milieux humides et les habitats du poisson, ont été entamées pendant l'hiver 2016-2017. Dans la même année, les documents relatifs à l'appel d'offres pour le projet de compensation des rapides de Vaudreuil ont été finalisés, ce qui a permis au processus d'appel d'offres de commencer au début de 2017. Enfin, le concept de projet pour le projet de compensation des Îles-de-la-Paix a été achevé et le processus d'appel d'offres a été lancé pour retenir les services d'un ingénieur de conception.

Infrastructure Canada a continué de travailler avec les intervenants, le public et les organisations privés ainsi que les Canadiens afin de promouvoir la sécurité et l'efficacité du pont traversant le Saint-Laurent. Les négociations sont en cours avec SSL pour aller de l'avant avec un pont sans péage.

Résultats réalisés

Résultats prévus	Indicateurs de rendement	Cibles*	Date d'atteinte de la cible	Résultats réels 2016-2017	Résultats réels 2015–2016	Résultats réels 2014–2015
Les projets d'infrastructures du corridor du nouveau pont Champlain sont mis en œuvre et favorisent la prospérité du Canada (grâce à un système de transport sécuritaire et efficient qui soutient le commerce).	Nombre de projets d'infrastructure terminés	4	31 octobre 2019[14]	En cours	S. O.	S. O.
	Nombre d'éléments structurels clés du pont construits	31	30 novembre 2017	En cours	S. O.	S. O.
Les processus d'approvisionnement du PPP du projet de corridor du NPSL sont mis en œuvre de façon à optimiser les ressources pour les contribuables canadiens et à respecter les échéances et les budgets.	Pourcentage des projets liés au corridor terminés à temps	100 %	31 octobre 2019	En cours	S. O.	S. O.
	Projet achevé dans les limites du budget	3,977 milliards $	1er décembre 2049[15]	En cours	S. O.	S. O.

Ressources financières budgétaires (en dollars)

Budget principal des dépenses 2016–2017	Dépenses prévues 2016–2017	Autorisations totales disponibles 2016–2017	Dépenses réelles (autorisations utilisées) 2016–2017	Écart (réelles moins prévues) 2016–2017
91 859 300	91 859 300	134 274 879[16]	28 165 895[17]	(63 693 405)

Ressources humaines (équivalents temps plein)

Prévues 2016–2017	Réelles 2016–2017	Écart (réelles moins prévues) 2016–2017
74	47	(27)

[14] L'ouverture officielle de la voie principale au public est prévue pour le 1er décembre 2018 et celle du reste du corridor pour le 31 octobre 2019.

[15] La cible de rendement et la date d'atteinte de la cible se basent sur la valeur et les délais de l'entente de projet qui a été signée avec le partenaire privé.

[16] Les autorisations totales disponibles de 2016-2017 dans le cadre de ce programme étaient supérieures au Budget principal des dépenses de 2016-2017 et aux dépenses prévues de 2016-2017, étant donné que des fonds supplémentaires ont été obtenus au moyen du Budget supplémentaire des dépenses.

[17] Les dépenses réelles de 2016-2017 dans le cadre de ce programme étaient inférieures aux dépenses prévues, et les fonds seront reportés aux exercices suivants.

Services internes

Description

On entend par Services internes les groupes d'activités et de ressources connexes que le gouvernement fédéral considère comme des services de soutien aux programmes ou qui sont requis pour respecter les obligations d'une organisation. Les Services internes renvoient aux activités et aux ressources de 10 catégories de services distinctes qui soutiennent l'exécution de programmes dans l'organisation, sans égard au modèle de prestation des Services internes du ministère. Les 10 catégories de service sont : services de gestion et de surveillance, services des communications, services juridiques, services de gestion des ressources humaines, services de gestion des finances, services de gestion de l'information, services des technologies de l'information, services de gestion des biens, services de gestion du matériel et services de gestion des acquisitions.

Résultats réels

Les Services internes contribuent à offrir des services et des programmes de façon efficace et rentable, en fournissant l'aide et les services essentiels à l'ensemble du Ministère. Au cours de la période visée par le rapport, le Ministère a continué de renforcer son efficacité générale au moyen de plusieurs réalisations.

Le Ministère a effectué d'importantes initiatives en matière de politique stratégique, notamment en menant de vastes consultations auprès des autres ministères fédéraux et intervenants clés de l'ensemble du pays, en vue de concevoir le plan *Investir dans le Canada* qui a été annoncé dans l'Énoncé économique de l'automne et dans le budget de 2017. Le Ministère a produit plusieurs documents aux fins d'étude par le Cabinet et pour répondre aux questions soulevées à la Chambre des communes ou par les députés ainsi que les citoyens canadiens. En outre, le Ministère s'est présenté à plusieurs reprises à des comités de la Chambre des communes ou du Sénat.

De nouvelles équipes ont été mises en place pour promouvoir des approches novatrices du financement des infrastructures par l'intermédiaire d'une nouvelle Banque de l'infrastructure et du Défi des villes intelligentes. Le Bureau de transition pour la Banque de l'infrastructure du Canada s'est employé à aider à préparer la *Loi sur la Banque de l'infrastructure du Canada*, en vertu de laquelle la société d'État sera fondée. L'équipe chargée du Défi des villes intelligentes a mobilisé des experts, des intervenants, des chefs de gouvernements et de collectivités du Canada pour élaborer le défi en vue d'un processus inclusif et influent qui sera lancé en 2017-2018.

Le Ministère a commencé à mettre en œuvre la Politique sur les résultats du Conseil du Trésor et il a dirigé l'élaboration d'un cadre horizontal de résultats pour le plan *Investir dans le Canada*, en collaboration avec d'autres ministères fédéraux.

Au cours de la période visée par le rapport, Infrastructure Canada a étroitement collaboré avec Statistique Canada pour élaborer l'enquête sur les infrastructures publiques essentielles du Canada lancée à l'été 2017. Cette enquête permettra d'évaluer l'ensemble des infrastructures publiques du Canada, leur condition et leur rendement, tout en permettant au gouvernement du Canada de produire des rapports sur l'impact de ses

investissements au fil du temps et de prendre des décisions éclairées sur la façon d'utiliser les futurs fonds d'infrastructure afin de mieux servir les Canadiens.

En novembre 2016, Infrastructure Canada et le Conseil national de recherches ont signé un protocole d'entente prévoyant le versement de 40 millions de dollars au Conseil national de recherches durant une période de 5 ans afin de réaliser un projet sur les immeubles résistants aux changements climatiques et les infrastructures publiques de base. Ce projet permettra d'intégrer des considérations relatives aux changements climatiques dans les guides de conception et les codes de design régissant la construction et de réhabilitation d'infrastructures au Canada.

Le Ministère a mis en place un processus de vérification novateur afin de transmettre rapidement les résultats des examens du Fonds pour l'infrastructure de transport en commun et du Fonds pour l'eau potable et le traitement des eaux usées. Cette approche « juste à temps » a servi à évaluer les secteurs clés des programmes. Comme ces programmes sont de courte durée, il est opportun de permettre une mise en œuvre rapide de plans d'action visant à améliorer leurs pratiques de gestion.

Afin de favoriser l'ouverture et la transparence, le Ministère a continué de donner suite au Plan de mise en œuvre pour un gouvernement ouvert en publiant des données de programme sur son site Web. Une carte d'investissements interactive et un outil de suivi des projets ont été ajoutés au site Web du Ministère, ce qui permet aux Canadiens d'accéder rapidement à des renseignements pertinents sur les programmes et les initiatives. En outre, les renseignements faisant l'objet d'une divulgation proactive ont été migrés vers le site Web actuel du Plan de mise en œuvre pour un gouvernement ouvert (site Web Canada.ca).

Le Ministère a continué de mobiliser et d'informer les Canadiens sur le plan *Investir dans le Canada* grâce à diverses activités de communications, notamment des évènements, des communiqués de presse, des mises à jour sur le Web et la sensibilisation dans les médias sociaux. Il a augmenté sa visibilité sur les médias sociaux en utilisant un compte Twitter officiel permettant l'utilisation de l'infographie sur les téléphones intelligents. Le Ministère a également lancé un programme de signalisation pangouvernemental avec plusieurs partenaires d'Infrastructure Canada, conçu en consultation avec les provinces, les territoires et les municipalités, pour informer les Canadiens sur les projets dans leurs collectivités. La nouvelle signalisation est de nature informative, et offre des détails clés sur un projet, ses avantages, ses coûts et ses échéances.

Pour favoriser la création d'un milieu de travail sain, respectueux et solidaire, le Ministère a continué de mettre en place des activités de bien-être et des programmes comme le Programme d'aide aux employés, les services de gestion de conflits informels et le Code de valeurs et d'éthique. Le Ministère a organisé sa foire de la santé et du mieux-être durant le Mois national de la santé au travail. Dans le cadre de la Stratégie sur le mieux-être d'INFC, les cadres supérieurs ont reçu une formation en premiers soins en santé mentale. Afin d'accroître la sensibilisation et de favoriser la santé mentale au travail, des employés ont participé à la Campagne « Je ne me reconnais pas ».

Le Ministère a continué d'appuyer et de surveiller la société d'État Les Ponts Jacques Cartier et Champlain Incorporée et l'Autorité du pont Windsor-Detroit, en veillant à ce

qu'elles aient accès aux crédits parlementaires et aux approbations nécessaires pour respecter leurs priorités.

En ce qui concerne le projet du pont international Gordie-Howe, le Ministère a terminé l'acquisition des biens immobiliers au Canada en février 2017; il élabore actuellement le bail immobilier à long terme avec l'Autorité du pont Windsor-Detroit.

Ressources financières budgétaires (en dollars)

Budget principal des dépenses 2016–2017	Dépenses prévues 2016–2017	Autorisations totales disponibles 2016–2017	Écart (dépenses réelles) 2016–2017	Écart (réelles moins prévues) 2016–2017
29 976 406	29 976 406	48 291 361[18]	48 291 361	18 314 955

Ressources humaines (équivalents temps plein)

Prévues 2016–2017	Réelles 2016–2017	Écart (réelles moins prévues) 2016–2017
170	194	24

[18] Les autorisations totales disponibles de 2016-2017 dans le cadre de ce programme étaient supérieures au Budget principal des dépenses et aux dépenses prévues de 2016-2017, étant donné que des fonds supplémentaires ont été obtenus grâce au Budget supplémentaire des dépenses de 2016-2017.

Analyse des tendances en matière de dépenses et de ressources humaines

Dépenses réelles

Ressources financières budgétaires (en dollars)

Budget principal des dépenses 2016–2017	Dépenses prévues 2016–2017	Autorisations totales disponibles 2016–2017	Dépenses réelles (autorisations utilisées) 2016–2017	Écart (réelles moins prévues)
3 869 509 257[19]	3 322 632 827	5 349 161 397[20]	3 207 766 272	(114 866 555)

Ressources humaines (équivalents temps plein [ETP])

Prévues 2016–2017	Réelles 2016–2017	Écart (réelles moins prévues) 2016–2017
380	385	5

Tendances des dépenses ministérielles

En 2016-2017, le total des dépenses d'Infrastructure Canada dépasse 3,2 milliards de dollars. Les dépenses ministérielles ont lentement augmenté au cours des trois dernières années, et, en 2016-2017, le Ministère a commencé à mettre en œuvre de nouveaux programmes dans le cadre du plan *Investir dans le Canada*, phase 1. Le processus d'approbation des nouveaux programmes de la phase 2 de ce plan, a été entamé en 2016-2017. Ces programmes ont été approuvés en juin 2017, et leur mise en œuvre débute en 2017-2018, avec des fonds obtenus au moyen du Budget principal des dépenses de 2017-2018.

Après avoir atteint un sommet en 2011-2012, avec des dépenses de plus de 4,5 milliards de dollars, les dépenses ministérielles ont continué d'augmenter jusqu'en 2013-2014 pour dépasser 3,5 milliards de dollars; toutefois, à partir de 2014-2015, les dépenses ont commencé à diminuer. Même si les nouveaux programmes relevant du Nouveau Fonds Chantiers Canada ont été approuvés et la mise en œuvre a été lancée en 2014-2015, les

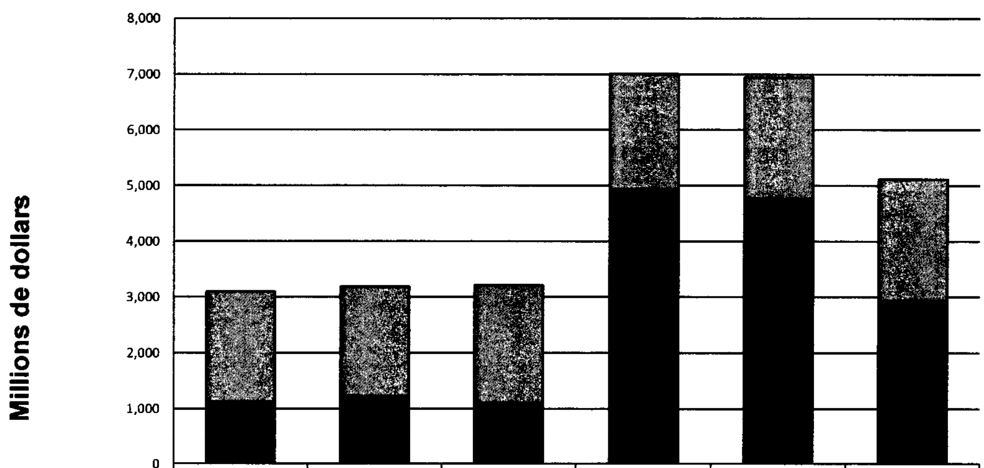
[19] Le Budget principal des dépenses de 2016-2017 était supérieur aux dépenses prévues de 2016-2017, étant donné qu'il comprenait des fonds de 546 876 430 $ qu'Infrastructure Canada n'avait pas prévu de dépenser en 2016-2017.

[20] Les autorisations totales disponibles de 2016-2017 ont augmenté en 2016-2017, étant donné que des fonds supplémentaires ont été obtenus au moyen du Budget supplémentaire des dépenses de 2016-2017, ce qui inclut les nouveaux programmes de la phase initiale du plan *Investir dans le Canada*.

dépenses ministérielles ont atteint un plancher historique en six ans, étant donné que de nombreux programmes existants étaient presque terminés.

En 2016-2017, le Ministère a mis en place le transfert de fonds à partir des programmes fédéraux d'infrastructure (dépenses votées) au moyen du Fonds de la taxe sur l'essence du gouvernement fédéral afin de s'assurer que les fonds étaient dirigés vers les priorités municipales d'infrastructure à court terme. Ces fonds n'avaient pas été priorisés pour les projets par les provinces et les territoires avant le 31 mars 2016.

Tendances ministérielles en matière des dépenses



	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Prévues par la loi*	1,974	1,974	2,103	2,075	2,173	2,174
Programmes temporisés**	1,121	1,216	1,105	4,937	4,769	2,944
Total	3,095	3,190	3,207	7,011	6,942	5,118

*Les dépenses **prévues par la loi** comprennent certaines dépenses opérationnelles et le programme du Fonds de la taxe sur l'essence du gouvernement fédéral qui est devenu permanent en 2014-2015. En 2016-2017, 30 155 357 $ de dépenses votées ont été versées aux provinces et territoires au moyen du Fonds de la taxe sur l'essence du gouvernement fédéral, étant donné que les anciens fonds ont été transférés à partir des programmes appelés à disparaître vers le Fonds de la taxe sur l'essence du gouvernement fédéral. Le transfert de ces anciens fonds (dépenses votées) au moyen du Fonds de la taxe sur l'essence du gouvernement fédéral permet de s'assurer que le financement est dirigé vers les priorités municipales d'infrastructure à court terme.

****Les programmes temporisés** sont des programmes ayant une durée fixe et dont le financement et l'autorisation politique ne sont pas permanents.

Infrastructure Canada offre des fonds pour de grands projets complexes d'infrastructures publiques. En 2016-2017, des écarts importants sont observés en ce qui concerne le Programme 1.3 Investissements dans les priorités nationales d'infrastructures et le Programme 1.4 Investissements dans les infrastructures de grande envergure. Pour ces programmes ainsi que pour le Programme 1.6 Projet de corridor du nouveau pont pour le Saint-Laurent, après le début des travaux de construction, un certain nombre de facteurs ne relevant pas du contrôle des bénéficiaires financiers peuvent donner lieu à une réduction des dépenses par rapport à ce qui a été prévu. Ces facteurs sont divers et incluent les éléments suivants : les coûts des projets inférieurs aux coûts prévus; les retards dans les projets à cause du mauvais temps; les problèmes techniques et autres problèmes liés à la construction. Il est également important de souligner que les fonds

fédéraux ne sont pas réellement versés aux bénéficiaires jusqu'à ce qu'ils soumettent leurs demandes de remboursement pour les coûts réels engagés.

Au cours des années, les reports des dépenses annuelles d'Infrastructure Canada ont été relativement élevés. En 2016-2017, ces derniers ont dépassé 2,14 milliards de dollars en autorisations de dépenses. Toutefois, les reports de dépenses d'autorisations ont été effectués pour les exercices suivants et les fonds restent réservés aux programmes d'infrastructure. Le report des fonds est nécessaire lorsque les projets ne sont pas terminés selon les échéanciers prévus et que les partenaires ne remettent pas leurs demandes de remboursement dans un exercice donné comme prévu. De tels reports de fonds influencent le niveau de dépenses fédérales, et empêchent de rencontrer les niveaux de dépenses fédérales prévus.

Résumé du rendement budgétaire pour les programmes et les Services internes (en dollars)

Programmes et Services internes	Budget principal des dépenses 2016-2017	Dépenses prévues 2016-2017	Dépenses prévues 2017-2018	Dépenses prévues 2018-2019	Autorisations totales disponibles 2016-2017	Dépenses réelles (autorisations utilisées) 2016-2017	Dépenses réelles (autorisations utilisées) 2015-2016	Dépenses réelles (autorisations utilisées) 2014-2015
Financement des priorités provinciales-territoriales	97 380 082	97 380 082	56 608 537	27 826 737	97 327 297[21]	3 064 280[22]	50 036 481	25 078 120
Financement permanent et souple d'infrastructures publiques	2 074 601 337	2 074 601 337	2 074 765 524	2 173 390 051	2 103 972 917[23]	2 102 832 309[24]	1 974 079 201	1 974 387 706
Investissements dans les priorités nationales d'infrastructure	174 342 089[25]	49 588 756	3 058 211 074	2 627 519 290	1 646 617 194[26]	164 694 236	84 854 656	139 119 440
Investissements dans l'infrastructure de grande envergure	1 269 427 535[27]	751 990 832	1 026 254 190	1 130 874 062	1 151 636 243[28]	703 602 026	887 432 688	787 479 954
Investissements d'infrastructure dans les infrastructures des petites collectivités et des régions rurales	131 922 508	227 236 114[29]	162 625 742	199 623 092	167 041 506[30]	157 116 165	88 141 483	92 993 364
Projet de corridor du nouveau pont pour le Saint-Laurent	91 859 300	91 859 300	590 744 529	740 219 869	134 274 879[31]	28 165 895[32]	66 281 311	40 687 967
Sous-total	**3 839 532 851**	**3 292 656 421**	**6 969 209 596**	**6 899 453 101**	**5 300 870 036**	**3 159 474 911**	**3 150 825 820**	**3 059 746 551**
Services internes	29 976 406	29 976 406	42 454 205	43 012 828	48 291 361[31]	48 291 361	39 615 936	36 135 562
Total	**3 869 509 257**	**3 322 632 827**	**7 011 663 801**	**6 942 465 929**	**5 349 161 397**	**3 207 766 272**	**3 190 441 756**	**3 095 882 113**

[21] Les autorisations totales disponibles de 2016-2017 dans le cadre de ce programme étaient inférieures au Budget principal des dépenses de 2016-2017, étant donné que le montant opérationnel a été réajusté pour 2016-2017.

[22] Les dépenses réelles pour 2016-2017 dans le cadre de ce programme étaient inférieures à ce qui était prévu, étant donné que le Ministère a reçu moins de demandes de remboursement pour les projets achevés que prévu.

[23] Les autorisations totales disponibles pour 2016-2017 dans le cadre de ce programme étaient supérieures au Budget principal des dépenses de 2016-2017, étant donné que les autorisations financières étaient transférées à partir de programmes fédéraux d'infrastructure plus anciens afin d'être versées, au moyen du Fonds de la taxe sur l'essence du gouvernement fédéral, aux provinces et territoires, conformément au budget de 2016. Ce transfert d'autorisations financières (dépenses votées) permet de s'assurer que les fonds seront dirigés vers les priorités municipales d'infrastructure à court terme.

[24] Les fonds relevant de ce programme représentent généralement des dépenses prévues par la loi. Toutefois, les dépenses réelles de 2016-2017 comprennent également les dépenses votées, lesquelles représentent le transfert de fonds provenant d'anciens programmes fédéraux d'infrastructure aux provinces et territoires au moyen du Fonds de la taxe sur l'essence du gouvernement fédéral. Ce transfert de dépenses votées au moyen du Fonds de la taxe sur l'essence du gouvernement fédéral permet de s'assurer que les fonds seront dirigés vers les priorités municipales d'infrastructure à court terme.

[25] Comme cela est indiqué dans le Rapport sur les plans et les priorités de 2016-2017, le Budget principal des dépenses de 2016-2017 était supérieur aux dépenses prévues pour 2016-2017 dans le cadre de ce programme, étant donné qu'il comprenait des fonds qu'Infrastructure Canada n'avait pas envisagé de dépenser durant l'exercice. Par conséquent, les fonds de 2016-2017 seront reportés aux exercices suivants et resteront engagés pour les projets d'infrastructure. Ceci s'applique principalement aux programmes de paiements de transfert suivants : Fonds pour l'infrastructure de transport en commun, Fonds pour l'eau potable et le traitement des eaux usées et Nouveau Fonds Chantiers Canada - Volet Infrastructures nationales.

[26] Les autorisations totales disponibles de 2016-2017 dans le cadre de ce programme ont augmenté, étant donné que des fonds supplémentaires ont été obtenus pour la première phase du plan *Investir dans le Canada* au moyen du Budget supplémentaire des dépenses de 2016-2017.

[27] Comme cela est indiqué dans le Rapport sur les plans et les priorités de 2016-2017, le Budget principal des dépenses de 2016-2017 était supérieur aux dépenses prévues de 2016-2017 dans le cadre de ce programme, étant donné qu'il incluait des fonds qu'Infrastructure Canada n'avait pas envisagé de dépenser en 2016-2017. Par conséquent, les fonds de 2016-2017 seront reportés aux exercices suivants et resteront engagés pour les projets d'infrastructure à l'avenir. Cela s'applique aux programmes de paiements de transfert suivants : Nouveau Fonds Chantiers Canada – Projets nationaux et régionaux et Fonds Chantiers Canada – Volet Grandes infrastructures. Cela comprend des fonds visant à couvrir les coûts directs du Ministère pour le projet du pont international Gordie-Howe.

Ressources humaines réelles

Résumé des ressources humaines pour les programmes et les Services internes (équivalents temps plein)

Programmes et Services internes	Réelles 2014–2015	Réelles 2015–2016	Prévues 2016–2017	Réelles 2016–2017	Prévues 2017–2018	Prévues 2018–2019
Financement des priorités provinciales-territoriales	2	3	1	3	1	1
Financement permanent et souple des infrastructures	18	22	23	15	22	23
Investissements dans les infrastructures nationales	24	27	24	34	46	51
Investissements dans les infrastructures de grande envergure	57	68	72	75	84	81
Investissements dans les infrastructures des petites collectivités et des régions rurales	25	32	16	17	15	15
Projet de corridor du nouveau pont pour le Saint-Laurent	37	44	74	47	89	89
Sous-total	**163**	**196**	**210**	**191**	**257**	**260**
Services internes	170	161	170	194	158	155
Total	**333**	**357**	**380**	**385**	**415**	**415**

[28] Les autorisations totales disponibles de 2016-2017 dans le cadre de ce programme ont augmenté, étant donné que des fonds supplémentaires ont été obtenus au moyen du Budget supplémentaire des dépenses de 2016-2017 pour deux projets relevant de la première phase du plan *Investir dans le Canada*.

[29] Comme cela est indiqué dans le Rapport sur les plans et les priorités de 2016-2017, les dépenses prévues sont supérieures au Budget principal des dépenses dans le cadre de ce programme, étant donné qu'il comprenait des fonds supplémentaires qu'Infrastructure Canada n'avait pas envisagé de dépenser en 2016-2017.

[30] Les autorisations totales disponibles de 2016-2017 dans le cadre de ce programme étaient supérieures au Budget principal des dépenses de 2016-2017; en ce qui concerne les territoires, une marge de manœuvre a été fournie pour transférer les fonds entre Nouveau Fonds Chantiers Canada – Volet Infrastructures provinciales-territoriales; Nouveau Fonds Chantiers Canada – Volet Infrastructures provinciales-territoriales-Fonds des petites collectivités.

[31] Les autorisations disponibles totales de 2016-2017 dans le cadre de ce programme étaient supérieures au Budget principal des dépenses de 2016-2017 et aux dépenses prévues pour 2016-2017, étant donné que les fonds supplémentaires ont été obtenus au moyen du Budget supplémentaire des dépenses de 2016-2017.

[32] Les dépenses réelles de 2016-2017 dans le cadre de ce programme étaient inférieures aux dépenses prévues; les fonds seront reportés aux exercices suivants.

Dépenses par crédit

Afin d'obtenir des renseignements sur les dépenses prévues par la loi et les dépenses votées d'Infrastructure Canada, veuillez consulter le lien suivant : Comptes publics du Canada 2017.[ii]

Harmonisation des dépenses avec le cadre pangouvernemental

Harmonisation des dépenses réelles de 2016-2017 avec le cadre pangouvernemental[iii] (en dollars)

Programme	Secteur de dépenses	Activités du gouvernement du Canada	Dépenses réelles 2016–2017
Financement des priorités provinciales-territoriales	Affaires économiques	Forte croissance économique	3 064 280
Financement permanent et souple d'infrastructures publiques	Affaires économiques	Forte croissance économique	2 102 832 309
Investissements dans les priorités nationales d'infrastructure	Affaires économiques	Forte croissance économique	164 694 236
Investissements dans les priorités d'infrastructure de grande envergure	Affaires économiques	Forte croissance économique	703 602 026
Investissements dans les infrastructures des petites collectivités et des régions rurales	Affaires économiques	Forte croissance économique	157 116 165
Projet de corridor du nouveau pont pour le Saint-Laurent	Affaires économiques	Forte croissance économique	28 165 895

Dépenses totales par secteur de dépenses (en dollars)

Secteur de dépenses	Dépenses totales prévues	Dépenses réelles totales
Affaires économiques	3 292 656 421	3 159 474 911

États financiers et faits saillants des états financiers

États financiers

Les états financiers d'Infrastructure Canada [non vérifiés] pour l'exercice ayant pris fin le 31 mars 2017 peuvent être consultés sur le site Web du Ministère.

Faits saillants financiers

Résumé de l'état des résultats (non vérifié) pour l'exercice ayant pris fin le 31 mars 2017 (en dollars)

Information financière	Résultats prévus 2016–2017	Résultats réels 2016–2017	Résultats réels 2015–2016	Écart (réels de 2016-2017 moins prévus de 2016-2017)	Écart (réels de 2016-2017 moins réels de 2015-2016)
Dépenses totales	3 322 632 000	3 193 051 000	3 142 678 000	(129 581 000)	50 373 000
Revenus totaux	-	-	-	-	-
Coût de fonctionnement net avant le financement et les transferts gouvernementaux	3 322 632 000	3 193 051 000	3 142 678 000	(129 581 000)	50 373 000

Résumé de l'état de la situation financière (non vérifié) au 31 mars 2017 (en dollars)

Information financière	2016–2017	2015–2016	Écart (2016–2017 moins 2015–2016)
Total des passifs nets	1 371 502 000	767 084 000	604 418 000
Total des actifs financiers nets	147 458 000	188 880 000	(41 422 000)
Dette nette ministérielle	1 224 045 000	578 204 000	645 841 000
Total des actifs non financiers	1 371 707 000	641 447 000	730 260 000
Situation financière nette ministérielle	147 662 000	63 243 000	84 419 000

Renseignements supplémentaires

Renseignements sur le Ministère

Profil de l'organisation

Ministre compétent : l'honorable Amarjeet Sohi, C.P., député

Premier dirigeant : Kelly Gillis

Portefeuille ministériel : ministre de l'Infrastructure et des Collectivités

Le Bureau de l'infrastructure du Canada fait partie du portefeuille de l'Infrastructure et des Collectivités. Le portefeuille inclut aussi :

- Les Ponts Jacques Cartier et Champlain Incorporée (PJCCI)[iv], société d'État dont le mandat est d'offrir aux utilisateurs un passage sécuritaire sur ses structures situées dans la grande région de Montréal, en offrant des services de gestion, d'entretien et de réparation appropriés, tout en respectant l'environnement et en optimisant la circulation.

- L'Autorité du pont Windsor-Detroit (APWD),[v] une société d'État[33] chargée de l'exécution d'un nouveau passage international de propriété publique entre Windsor (en Ontario) et Detroit (Michigan) dans le cadre d'un partenariat public-privé (PPP). L'APWD entreprend actuellement un processus d'approvisionnement pour sélectionner un partenaire du secteur privé pour la conception, la construction, le financement, l'exploitation et l'entretien du nouveau pont, lequel a été nommé pont international Gordie-Howe.

- PPP Canada Inc.[vi] est une société d'État mère du gouvernement fédéral mentionnée à la partie I de l'annexe III de la *Loi sur la gestion des finances publiques* qui a été constituée en personne morale en vertu de la *Loi canadienne sur les sociétés par actions*. Elle relève du Parlement par l'entremise du ministre de l'Infrastructure et des Collectivités depuis le 8 juillet 2016.

- Le ministre de l'Infrastructure et des Collectivités a également été désigné, le 4 novembre 2015, ministre responsable des questions fédérales liées à l'Initiative de revitalisation du secteur riverain de Toronto. En 2000, le gouvernement du Canada, la province de l'Ontario et la ville de Toronto ont annoncé qu'ils engageaient chacun 500 millions de dollars pour financer l'initiative. La Société

[33] Même si les sociétés d'État sont indépendantes du gouvernement, en tant qu'institutions publiques, elles rendent des comptes au gouvernement. Ces sociétés suivent un cycle de planification différent de celui du gouvernement, et elles transmettent des rapports au Parlement par l'entremise de deux principaux types de documents : le sommaire du plan d'entreprise, qui comprend le sommaire budgétaire, et le rapport annuel.

de revitalisation du secteur riverain de Toronto, société sans but lucratif communément appelée Waterfront Toronto, a été établie en 2001.

Lois habilitantes :

- *Loi sur le Fonds canadien sur l'infrastructure stratégique (2002, ch. 9, art. 47)* (FCIS) [vii]
- Décret C.P. 2004-0325[viii]
- Lois relatives au Fonds de la taxe sur l'essence du gouvernement fédéral :
  - *Loi sur le soutien de la croissance de l'économie et de l'emploi au Canada*, L.C. 2011, ch. 24[ix]
  - *Loi n° 1 sur le plan d'action économique de 2013* (L.C. 2013, ch. 33), article 233) 233[x]
- La loi et le décret suivants concernant le projet du corridor du nouveau pont pour le Saint-Laurent (CNPSL) (communément appelé Projet de corridor du nouveau pont Champlain) :
  - *Loi visant le nouveau pont pour le Saint-Laurent*[xi]
  - Décret C.P. 2014-0144[xii]
- La loi, les décrets et l'Entente sur le passage entre le Canada et le Michigan concernant le projet du pont international Gordie-Howe :
  - Entente sur le passage entre le Canada et le Michigan[xiii]
  - Loi concernant un pont destiné à favoriser le commerce, L.C. 2012, ch. 31, art. 179[xiv]
  - Décret C.P. 2012-1350[xv]
  - Décret C.P. 2015-1236[xvi]
  - Décret C.P. 2015-1237[xvii]
  - Décret C.P. 2015-1238[xviii]
- Les décrets suivants concernant Waterfront Toronto :
  - Décret C. P. 2015-1239[xix]
  - Décret C. P. 2015-1240[xx]

Année d'incorporation ou de création : Le Bureau de l'infrastructure du Canada a été établi en 2002.

Autre : Infrastructure Canada collabore avec Transports Canada pour offrir certains de ses programmes de paiements de transfert arrivant à échéance.

En outre, Infrastructure Canada collabore avec Services publics et Approvisionnement Canada qui agit à titre d'autorité contractuelle pour le projet de corridor du nouveau pont Champlain.

Cadre de présentation de rapports

Voici les résultats stratégiques et l'architecture d'alignement des programmes de référence pour 2016-2017 d'Infrastructure Canada :

1. **Résultat stratégique :** Des infrastructures publiques pour un Canada plus prospère
   - **1.1 Programme :** Financement des priorités provinciales et territoriales
   - **1.2 Programme :** Financement permanent et souple de l'infrastructure
   - **1.3 Programme :** Investissements dans les priorités nationales en matière d'infrastructures
   - **1.4 Programme :** Investissements dans les infrastructures de grande envergure
   - **1.5 Programme :** Investissements dans les infrastructures des petites collectivités et des zones rurales
   - **1.6 Programme :** Projet de corridor du nouveau pont pour le Saint-Laurent

   Services internes

Tableaux de renseignements supplémentaires

Les tableaux de renseignements supplémentaires suivants peuvent être consultés sur le site Web d'Infrastructure Canada :

- Stratégie ministérielle de développement durable
- Renseignements sur les programmes de paiements de transfert de cinq millions de dollars ou plus
- Initiatives horizontales
- Vérifications et évaluations internes
- Réponse aux comités parlementaires et aux vérifications
- Rapport d'étape sur les projets de transformation et de l'État

Dépenses fiscales fédérales

Il est possible de recourir au régime fiscal pour atteindre des objectifs de la politique publique en appliquant des mesures spéciales, comme de faibles taux d'impôt, des exemptions, des déductions, des reports et des crédits. Le ministère des Finances du Canada publie annuellement des estimations et des projections du coût de ces mesures dans une publication intitulée **Rapport sur les dépenses fiscales fédérales.**[xxi] Ce rapport comporte également des renseignements de base détaillés sur les dépenses fiscales, notamment des descriptions, des objectifs, des données historiques et des références se rapportant aux programmes fédéraux de dépenses connexes. Les mesures fiscales présentées dans le rapport relèvent de la responsabilité du ministre des Finances.

Coordonnées des personnes-ressources de l'organisation

Pour obtenir de plus amples renseignements sur Infrastructure Canada et ses programmes d'infrastructure, veuillez consulter le site **www.infrastructure.gc.ca** ou communiquer avec le Ministère :

Bureau de l'infrastructure du Canada
180, rue Kent, bureau 1100
Ottawa (Ontario) K1P 0B6

Numéro de téléphone d'Infrastructure Canada : 613-948-1148

Numéro sans frais : 1-877-250-7154

Courriel : infc.info.infc@canada.ca

Annexe A : définitions

Architecture d'alignement des programmes (Program Alignment Architecture)
Répertoire structuré de tous les programmes d'un ministère ou organisme qui décrit les liens hiérarchiques entre les programmes et les liens aux résultats stratégiques auxquels ils contribuent.

Cadre ministériel des résultats (Departmental Results Framework)
Comprend les responsabilités essentielles, les résultats ministériels et les indicateurs de résultat ministériel.

Cible (target)
Rendement quantifiable ou taux de succès prévu d'une organisation, d'un programme ou d'une initiative pour une période donnée. Une cible peut être quantitative ou qualitative.

Crédit (appropriation)
Toute autorisation du Parlement de verser une somme d'argent à même le Trésor.

Dépenses budgétaires (budgetary expenditures)
Dépenses de fonctionnement et en capital; paiements de transfert à d'autres paliers gouvernementaux, organisations ou individus et paiements à des sociétés d'État.

Dépenses législatives (statutory expenditures)
Dépenses approuvées par le Parlement à la suite de l'adoption d'une loi autre qu'une loi de crédits. La loi précise les fins auxquelles peuvent servir les dépenses et les conditions dans lesquelles elles peuvent être effectuées.

Dépenses non budgétaires (non-budgetary expenditures)
Recettes et décaissements nets au titre de prêts, de placements et d'avances, qui modifient la composition des actifs financiers du gouvernement du Canada.

Dépenses prévues (planned spending)
En ce qui a trait aux Plans ministériels et aux Rapports sur les résultats ministériels, les dépenses prévues s'entendent des montants approuvés par le Conseil du Trésor au plus tard le 1er février. Par conséquent, elles peuvent comprendre des montants qui s'ajoutent aux dépenses prévues indiquées dans le budget principal des dépenses.

Un ministère est censé être au courant des autorisations qu'il a demandées et obtenues. La détermination des dépenses prévues relève du ministère et ce dernier doit être en mesure

de justifier les dépenses et les augmentations présentées dans son Plan ministériel et son Rapport sur les résultats ministériels.

Dépenses votées (voted expenditures)

Dépenses approuvées annuellement par le Parlement par une loi de crédits. Les programmes et les résultats sont présentés d'après le lien hiérarchique qui les unit et les résultats stratégiques auxquels ils contribuent.

Équivalent temps plein (full-time equivalent)

Indicateur de la mesure dans laquelle un employé représente une charge complète d'année-personne dans le budget ministériel. Les équivalents temps plein sont calculés en fonction du coefficient des heures de travail assignées et des heures normales de travail. Les heures normales de travail sont établies dans les conventions collectives.

Évaluation (evaluation)

Au gouvernement du Canada, l'évaluation consiste en la collecte et l'analyse systématiques et neutres d'éléments probants pour évaluer le bien-fondé, l'importance ou la valeur. L'évaluation oriente les prises de décisions, les améliorations, l'innovation et la reddition de comptes. Elle porte habituellement sur les programmes, les politiques et les priorités et examine des questions se rapportant à la pertinence, à l'efficacité et à l'efficience. Toutefois, selon les besoins de l'utilisateur, l'évaluation peut aussi examiner d'autres unités, thèmes et enjeux, notamment des solutions de rechange aux interventions existantes. L'évaluation utilise généralement des méthodes de recherche des sciences sociales.

Indicateur de rendement (Performance indicator)

Un moyen qualitatif ou quantitatif de mesurer un extrant ou un résultat avec l'intention de mesurer le rendement d'une organisation, d'un programme, d'une politique ou d'une initiative concernant les résultats prévus.

Indicateur de résultat ministériel (Departmental Result Indicator)

Facteur ou variable qui présente une façon valide et fiable de mesurer ou de décrire les progrès réalisés par rapport à un résultat ministériel.

Initiative horizontale (horizontal initiatives)

Initiative où au moins deux organisations fédérales, par l'intermédiaire d'une entente de financement approuvée, s'efforcent d'atteindre des résultats communs définis, et qui a été désignée (par exemple, par le Cabinet ou par un organisme central) comme une initiative horizontale aux fins de gestion et de présentation de rapports.

Plan (plans)
Énoncé de choix stratégiques qui présente des renseignements sur la manière dont une organisation entend concrétiser ses priorités et obtenir les résultats connexes. De façon générale, un plan explique la logique qui sous-tend les stratégies retenues et tend à mettre l'accent sur des mesures qui se traduisent par des résultats attendus.

Plan ministériel (Departmental Plan)
Fournit les renseignements sur les plans et le rendement attendu des ministères appropriés au cours d'une période de trois ans. Les plans ministériels sont présentés au Parlement chaque printemps.

Priorité (Priorities)
Plans ou projets sur lesquels une organisation choisit d'axer ses efforts au cours d'une période de la planification et à propos desquels elle produit des rapports. Les priorités représentent ce qui importe le plus ou ce qui doit être fait en premier pour appuyer la réalisation du ou des résultats stratégiques souhaités.

Priorités pangouvernementales (government-wide priorities)
Aux fins du Rapport sur les résultats ministériels de 2016-2017, les priorités pangouvernementales sont des thèmes de haut niveau qui présentent le programme du gouvernement issu du discours du Trône de 2015, c.-à-d. la croissance de la classe moyenne, un gouvernement ouvert et transparent, un environnement sain et une économie forte, la diversité en tant que force du Canada, ainsi que la sécurité et les possibilités.

Production de rapports sur le rendement (performance reporting)
Processus de communication d'information sur le rendement fondée sur les faits. La production de rapports sur le rendement appuie la prise de décisions, la responsabilisation et la transparence.

Programme (program)
Groupe d'intrants constitué de ressources et d'activités connexes qui est géré pour répondre à des besoins précis et pour obtenir les résultats visés, et qui est traité comme une unité budgétaire.

Programme temporisé (sunset program)
Programme ayant une durée fixe et dont le financement et l'autorisation politique ne sont pas permanents. Lorsqu'un tel programme arrive à échéance, une décision doit être prise quant à son maintien. Dans le cas d'un renouvellement, la décision précise la portée, le niveau de financement et la durée.

Rapport sur les résultats ministériels (Departmental Results Report)
Présente de l'information sur les réalisations réelles par rapport aux plans, aux priorités et aux résultats attendus énoncés dans le Plan ministériel correspondant.

Rendement (performance)
Utilisation qu'une organisation a faite de ses ressources en vue d'obtenir ses résultats, mesure dans laquelle ces résultats se comparent à ceux que l'organisation souhaitait obtenir et mesure dans laquelle les leçons apprises ont été cernées.

Responsabilité essentielle (Core Responsibility)
Fonction ou rôle permanent exercé par un ministère. Le but visé par le ministère à l'égard d'une responsabilité principale se reflète dans un ou plusieurs résultats ministériels connexes auxquels il souhaite contribuer ou qu'il désire influencer.

Résultat (results)
Conséquences externes attribuables, en partie, aux activités d'une organisation, d'une politique, d'un programme ou d'une initiative. Les résultats ne relèvent pas d'une organisation, d'une politique, d'un programme ou d'une initiative unique; ils s'inscrivent plutôt dans la sphère d'influence de l'organisation.

Résultat ministériel (Departmental Result)
Changements sur lesquels les ministères veulent exercer une influence. Ces changements devraient subir l'influence des résultats des programmes, mais ils échappent généralement au contrôle direct des ministères.

Résultat stratégique (Strategic Outcome)
Avantage durable et à long terme pour les Canadiens qui est rattaché au mandat, à la vision et aux fonctions de base d'une organisation.

Structure de la gestion, des ressources et des résultats (Management, Resources and Results Structure)
Recettes et décaissements nets au titre de prêts, de placements et d'avances qui modifient la composition des actifs financiers du gouvernement du Canada. Les programmes et les résultats sont présentés d'après le lien hiérarchique qui les unit et les résultats stratégiques auxquels ils contribuent. La Structure de la gestion, des ressources et des résultats découle de l'architecture d'alignement des programmes.

Notes de fin de document

i. Lettre de mandat du ministre : http://pm.gc.ca/fra/lettres-de-mandat
ii. Public Accounts of Canada 2017, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html
iii. Whole-of-government framework, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#tag-nav/~(current_branch~'GOCO~sort_key~'name~sort_direction~'asc~open_nodes~(~'tag_SA0001~'tag_SA9999~'tag_SA0002~'tag_SA0003~'tag_SA0004~'tag_SA0005))
iv Jacques Cartier and Champlain Bridge, http://jccbi.ca/

v Windsor-Detroit Bridge Authority, https://www.wdbridge.com/

vi PPP Canada, http://www.p3canada.ca/en/

vii Loi sur le Fonds canadien sur l'infrastructure stratégique, http://laws-lois.justice.gc.ca/fra/lois/c-10.3/page-1.html

viii Décret C.P. 2004-0235, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=fra&page=secretariats&txtoicid=2004-0325&txtfromdate=&txttodate=&txtprecis=&txtdepartment=&txtact=&txtchapterno=&txtchapteryear=&txtbillno=&rdocomingintoforce=&dosearch=search+%2f+list&viewattach=6282&blndisplayflg=1

ix Loi sur le soutien de la croissance de l'économie et de l'emploi au Canada, http://laws-lois.justice.gc.ca/fra/loisAnnuelles/2011_24/page-1.html

x Loi sur le plan d'action économique de 2013, http://laws-lois.justice.gc.ca/fra/loisAnnuelles/2013_33/

xi Loi visant le nouveau pont pour le Saint-Laurent, http://www.laws.justice.gc.ca/fra/lois/N-22.6/

xii Décret C.P. 2004-0144, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&txtToDate=&txtPrecis=&Page=secretariats&txtOICID=2014-0281&txtAct=&txtBillNo=&txtFromDate=&txtDepartment=&txtChapterNo=&txtChapterYear=&rdoComingIntoForce=&DoSearch=Search+/+List&pg=28&viewattach=28923&blnDisplayFlg=1

xiii Entente sur le passage entre le Canada et le Michigan (en Anglais), http://www.partnershipborderstudy.com/crossing-agreement.asp

xiv Loi concernant un pont destiné à favoriser le commerce, http://www.laws.justice.gc.ca/fra/lois/B-8.05/

xv Décret C.P. 2012-1350, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=&txtOICID=2012-1350&txtFromDate=&txtToDate=&txtPrecis=&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=26598&blnDisplayFlg=1

xvi Décret C.P. 2015-1236, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&txtToDate=&txtPrecis=&Page=secretariats&txtOICID=2015-1237&txtAct=&txtBillNo=&txtFromDate=&txtDepartment=&txtChapterNo=&txtChapterYear=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31598&blnDisplayFlg=1

xvii Décret C. P. 2015-1237, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=2015-1237&txtFromDate=&txtToDate=&txtPrecis=&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31599&blnDisplayFlg=1

xviii Décret C.P. 2015-1238, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=2015-

1238&txtFromDate=&txtToDate=&txtPrecis=&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31600&blnDisplayFlg=1

[xix] Décret C.P. 2015-1239, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=&txtFromDate=2015-11-01&txtToDate=2015-11-10&txtPrecis=waterfront+toronto&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31601&blnDisplayFlg=1

[xx] Décret C.P. 2015-1240, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=&txtFromDate=2015-11-01&txtToDate=2015-11-10&txtPrecis=waterfront+toronto&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31602&blnDisplayFlg=1

xxi. Rapport sur les dépenses fiscales fédérales, http://www.fin.gc.ca/purl/taxexp-fra.asp